INSCOM JOURNAL

November 1993



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- Marshall Center Dedicated

INSCOM Journal

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The Bible Remains a Top-Requested Book

By Chaplain (Maj.) Michael D. Mantooth

As I traveled down the East Coast recently to visit several subordinate units, I was privileged to speak at prayer breakfasts hosted by each installation. Following each assembly, I distributed several types of religious literature. One of the most-requested publications was the Bible. I was pleased to note how often our people read God's word, yet rather surprised to learn how many different reasons we have for our efforts at Bible-reading.

There are people who say we should read the Bible as literature. This has a pleasantly modern and reasonable ring to it. Read the Bible for the story it tells. Read the King James Version especially for the power of its prose and the splendor of its poetry. Read it for the history it contains and for its insights into ancient ways. Don't worry too much over what it's supposed to mean to religious faith. Don't bother about the hocus-pocus. Just read it like any other book.

One way or another, the story we find in the Bible is our own story.

The trouble is, it's not like any other book. To read the Bible as literature is like reading *Moby Dick* as a whaling manual or *The Grapes of Wrath* for its punctuation. The Bible, like *The Divine Comedy* or *Paradise Lost,* hangs heavily on one's conscience. One ought to read it — if not for religious reasons, then simply because it has left so deep a mark on Western civilization.

There are some good reasons for not reading the Bible, too. Its format is almost supernaturally forbidding: the binding is usually rusty black like an undertaker's cutaway. It has the double columns of a timetable, the print of a phone book, cluttered margins, and a text so loaded with guides to pronunciation and so befouled with italics that reading it is like listening to somebody with a bad stutter. More often than not, the poetry is printed as prose, and both poetry and prose are chopped into arbitrary chapters and verses.

The Bible not only looks awfully dull, but some of it is. The prophets are wildly repetitious and almost never know when to stop. Then, there are all the "begats." There are also passages that even Moses must surely have nodded over, like the six long chapters in Exodus that describe the tabernacle and its workings, all the way from the length, breadth and composition of the curtains, down to the color and cut of the priest's ephod, and a recipe for anointing oil. There is almost a sense that one has to know what the Bible is going to say before it says it. All those familiar quotations! And, yet, we call the Bible the "Good Book"? One almost becomes tempted to put it aside for another book — any other book! — whenever possible.

One way of describing the Bible is that it was written by many men over a period of 3,000 years, compiled into a disorderly collection of 60-odd books which are often tedious and obscure, teeming with contradictions and obscurities. It is a swarming compost of a book — an Irish stew of poetry and propaganda, law and legalism, history and hysteria. Over the centuries it has become hopelessly associated with tub-thumping evangelism and dreary piety.

And yet, just because it is a book about both the sublime and the unspeakable, it is a book also about people who at the same time can be both believing and unbelieving, innocent and guilty, crusaders and crooks, full of hope and full of despair. In other words, it is a book about us. And it is also a book about God. If it is not about the God we believe in, then it is about the God we do not believe in. One way or another, the story we find in the Bible is our own story.

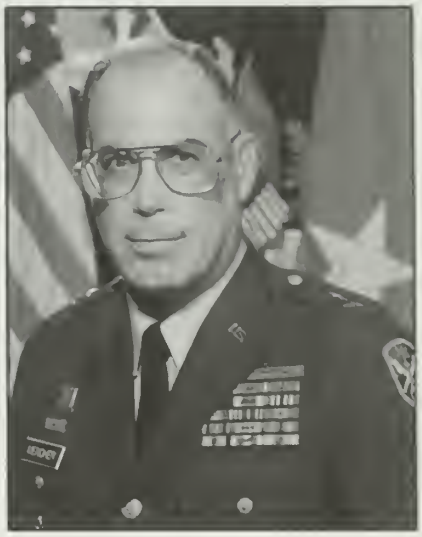
We can read of — and somehow hear — Abraham and Sarah's incredulous laughter and see tears running down their cheeks, as the God of all ages tells them that he is going to keep his promise and give them the son they have always wanted. King David is there for us, too, naked as the day he was born, dancing for joy in front of the ark. We can see Paul struck dumb on the road to Damascus and Jesus of Nazareth stretched out between two crooks with dried Roman spit on his face.

How does 20th century man, with all his hang-ups, try to see what they are looking at and hear what it was they heard? I intend to share that with you in a later article.

Chaplain Mantooth is assigned to the United States Army Garrison, Bayonne, at the Military Ocean Terminal, N.J.

Intelligence Integration Initiative:
Looking Toward the Future

Maj. Gen. Paul E. Menoher Jr.



As I said in last month's ***INSCOM Journal,*** I intend to use this monthly article as a primary vehicle to keep you apprised of significant developments that can affect INSCOM, the Army and you, so that you can make informed career decisions. In keeping that promise, I want to report on the results of the Intelligence Integration Initiative (I3), which were approved by the Vice Chief of Staff of the Army on Oct. 5, 1993. Many of you may have heard rumors to the effect that I3 would eliminate INSCOM, and its functions would be subsumed by the DCSINT, DA staff. I am happy to report that is not the case. Under the recommendations approved by the VCSA, INSCOM remains an independent Army major command, commanded by a Major General, and all INSCOM staff functions remain intact. However, we do end up with a cleaner and more efficient division of labor with DCSINT and, as a consequence, are reducing the HQ INSCOM staff and supporting activities by 295 spaces and transferring another 78 spaces to major subordinate commands or other Army major commands. Details of these reductions will be developed between now and January 1994, during which time headquarters personnel will be kept informed on a continuous basis. Initial details of the agreement reached by Lt. Gen. Owens and me, and approved by the VCSA, were provided at a HQ INSCOM Town Hall meeting earlier this month, which was attended by nearly 500 people. In the meeting, I assured all employees that we would do everything in our power to protect people's jobs in the reduction process, and we will do exactly that.

To my thinking, the key thing that came out of this agreement is that INSCOM is retained as the Army's intelligence MACOM. This is critical to ensuring responsive intelligence support to a force-projection Army. In fact, as I am now stating in all of my briefings, INSCOM is absolutely essential to successful force-projection operations.

First, we are essential because we are an integral element in a seamless intelligence architecture that provides essential linkages between division, corps, and theater Army, joint, and national capabilities. In essence, we provide a manned, smart bridge between tactical units and the full range of intelligence capabilities at echelons above them.

Second, we can provide versatile support and often unique capabilities to force-projection operations. We can support through a combination of split-based operations, with a significant portion of our support provided from outside the area of operations and with tiered, deployable packages that are tactically tailored based on the supported commander's requirements. The unique aspects of our support capabilities should not be underestimated. Only an organization such as INSCOM can provide the wide range of multi-discipline collection, production, force protection and electronic warfare support that is represented in such Army-unique capabilities as TRACKWOLF, Airborne Reece Low, Crazy Horse, FMIB, FSTC, ITAC, the impending Gordon Regional SIGINT Operations Center (RSOC), and a myriad of other agencies and units.

Third, these capabilities, when linked synergistically with tactical intelligence units at division and corps, should ensure that no Army unit ever deploys with a blank sheet of paper on the area of operation or any potential adversary. In fact, if we do it smart and develop effective divisions of collection and production labor, any contingency force will deploy target smart with fully developed technical and tactical skills. Finally, INSCOM has the ability to reinforce and mass capabilities from throughout the command where they are needed to provide requisite support. The bottom line is that INSCOM's relevance should never be doubted; the capabilities you provide are essential to today's force-projection Army.

To ensure we can uphold our end of the bargain, I have also gotten approval for our DCSOPS to play a significantly more active and proactive role in coordinating and facilitating support to force-projection operations. My charge to our DCSOPS is to get out in front and anticipate where our support will be required and ensure we have the right capabilities — with necessary command and control — trained and ready to go.

As the concluding slide on my personal briefing on INSCOM says, "When we are needed, we will be there ... trained and ready ... ***send us!***"

Veterans Day — America's Heroes Remembered

Command Sgt. Maj. Art Johnson

The 11th hour of the 11th day of the 11th month is one moment in time which symbolizes a national tribute to the millions of Americans who have served or continue to serve our nation. It is a time to reflect on the tragedies and sacrifices of war; it is a time to be thankful for the gift of life; it is a time to rededicate ourselves to the preservation of peace.

On Nov. 11, 1918, a truce took effect which effectively ended "The war to end war," World War I. Over 4,000,000 Americans were called upon to serve. More than 53,000 troops died in battle and 63,000 became casualties from disease, injuries, and the effects of poisonous gas. The total cost in lives of allied and opposing forces, including an estimated 13 million civilians, exceeded 21.5 million!

"It is a debt of justice to pay superior honors to men who have devoted their lives to fighting for their country."

— Pericles

Three years later, at 11 a.m. on Nov. 11, an American soldier killed in France, "Known but to God," was interred at Arlington National Cemetery as the first Unknown Soldier.

President Woodrow Wilson proposed a holiday, Armistice Day, be celebrated every Nov. 11. Congress officially recognized Armistice Day in 1926 and made it a national holiday in 1938. Originally intended to recognize servicemembers killed in World War I, today it honors all American veterans, both living and dead, who have served over the past two centuries.

One year after the proclamation of Armistice Day, Germany attacked Poland and World War II began. On Dec. 7, 1941, America was brutally attacked by the Japanese at Pearl Harbor and once again our nation was committed to the defense of freedom. Over the next 4 years, 16.5 million Americans answered the call to arms, and more than 406,000 did not come home. Within eight years, another 55,000 servicemembers died in the Korean War.

In 1954, Congress renamed Armistice Day as Veterans Day to honor the men and women who served America in all wars. On May 30, 1958, one unknown soldier from World War II and one from the Korean War were interred within the plaza at the Tomb of the Unknown Soldier. On Memorial Day 1984, an unknown American soldier who died in Vietnam was also buried there, in tribute to the over 109,000 servicemembers listed by the Department of Veterans Affairs as killed during the war in Southeast Asia.

Our Army's involvement in recent conflicts and many other uncertain situations that exist throughout the world evokes strong emotions and makes many Americans aware of the true cost of peace — the service, steadfastness, and sacrifices of the men, women, civilians, and family members of our armed forces. Over 27 million Americans living today have served in its Armed Forces. More than one million have died in America's wars since 1775. Pericles, a Greek statesman and general, said over 2,000 years ago, "It is a debt of justice to pay superior honors to men who have devoted their lives to fighting for their country."



Americans must be inspired to pay their debt in kind. Our obligation is to help secure a promise of a bright future. This same promise was made and kept by the many Americans who sacrificed their lives so you and I can enjoy the life we cherish so dearly.

Today's generation of soldiers, civilians, and family members — the Total Army — are of the highest quality. These qualities were apparent in our recent conflict in the Persian Gulf. As in any battle, the sacrifice was great — 268 Americans died in Operations Desert Shield and Desert Storm.

One of our great military leaders, Gen. Dwight D. Eisenhower, said, "Our defenses must be adequate, not just today, but tomorrow and in all the years to come, until, under the safety of these defenses, we shall have secured a durable and just peace for all the world." This challenge is before us. Meeting it ensures the sacrifices of generations of veterans, civilians and family members shall not have been in vain. On this Veterans Day, let us honor and remember past generations of heroes, as well as those serving proudly today.

INSCOM to POWs, MIAs: 'You Are Not Forgotten'

Command Marks Special Recognition Day

By Ellen Camner

In a Sept. 10 ceremony at the Nolan Building headquarters, INSCOM observed National POW-MIA Recognition Day to remember and honor all prisoners of war and those missing in action from World War II to the present. The theme: ***You Are Not Forgotten.***

Maj. Gen. Paul E. Menoher Jr., INSCOM commander, recognized the special purpose of the day and focused on the plight of former prisoners of war and their families. "Held in captivity, often poorly clothed and fed, sometimes beaten and tortured, and sometimes killed — these servicemembers and civilians paid a great price for our freedom and democracy. Their special service deserves our greatest tribute today and challenges us to keep the trust they have passed on to us.

"We also honor the family members of those who have been prisoners of war. Their faith and courage have earned for them a special place in the history of our country and in the hearts of our people."

Menoher spoke of the debt owed by the nation to Lt. Col. John G. Dunn (Ret.), a former prisoner of war and retired military intelligence officer, who was honored as special guest at the ceremony.

Dunn was captured by the Viet Cong in March of 1968 when he was a young officer, just two years out of college. After a brief battle, he and his American radio operator, Pfc. Jim Ray, were wounded and taken prisoner. After two years in a prison camp near the Cambodian border, Dunn and Ray were moved into Cambodia, where Ray died in captivity. Dunn survived another three years before being released and repatriated in February 1973 under Operation Homecoming.

"Col. Dunn, thank you for your dedicated service and your extraordinary sacrifice of five long years of captivity on our behalf," Menoher said. "We owe you, Pvt. Ray and all the other servicemembers and civilians who served in captivity, a great debt."

The INSCOM commander also remembered the many servicemembers and civilians who are still listed as missing in action. While he stressed that the nature of war has made the search for MIAs a difficult task, he also cited the progress the United States has made and the firm commitment of the U.S. government to resolve this important issue. Since 1966, the national effort to account for MIAs has expanded significantly; hundreds have been accounted for through access to records in the United States and abroad and investigations in Vietnam and the



Photos by Jose Santa Cruz

The stark black and white POW/MIA banner is raised during the INSCOM ceremony and flies as a reminder to the world of the nation's resolve to obtain a full accounting of the 2,248 Americans still prisoner, missing or unaccounted for from the Vietnam War.

former Soviet Union. At present, 2,248 Americans are still prisoner, missing or unaccounted for from the Vietnam War.

The intelligence community has supported these efforts by declassifying 1.5 million pages of classified material related to MIA cases in a massive research effort scheduled to be completed this coming Veterans Day, Nov. 11.

As a high-point in the ceremony, the POW-MIA flag was raised — a black and white banner that "Flies as a reminder to the world of this nation's resolve," Menoher said.

"Significant strides have been made in recent years, and the fates of some have been resolved, but there is still much work to be done. As long as the possibility remains that even a single American is detained against his will, the issue will remain a top priority.

"We keep faith with those whose fates are unknown to us by honoring them in this special way."



Maj. Gen. Paul E. Menoher presents a certificate of appreciation to retired Lt. Col. John G. Dunn for participating in the POW/MIA recognition ceremony. Dunn, a former prisoner of war and retired intelligence officer, was honored as special guest. Mrs. Sheila Dahl-Dunn is at right.

Aspin Reiterates U.S. Desire for POW Accounting

Defense Secretary Les Aspin assured a Pentagon audience of the Clinton administration's desire for the fullest possible accounting of American POWs and those missing in action.

Aspin announced some new developments during his speech at POW-MIA Recognition Day at the Pentagon. "As a result of our talks (with the Vietnamese), we will now have access to the long-denied Lao border area," he said. "We know American servicemen disappeared in this area. We will begin work there in December."

Also, new documents obtained from Hanoi could make possible further U.S. casualty resolutions along the Ho Chi Minh Trail.

Aspin said that in the first eight months of this year, the United States repatriated 42 remains, more than in all of 1992. "Reports out of Vietnam indicate that an additional 13 to 15 sets of remains will soon be repatriated," he said. "If this trend continues, 1993 will be the third largest year for repatriation since the end of the war."

Aspin cautioned that some remains may not be identified as American, but he is encouraged by the trend.

In Korea, the United Nations Command has reached an agreement with North Korea that may lead to repatriation of remains of Americans buried in that country.

Aspin said the United States will continue to work with Russia to glean every bit of intelligence on American POWs from that source. "We are conducting a careful examination of the document that we recently received from Russian military intelligence concerning POWs in Vietnam, and we are determined to get the whole story," he said.

Aspin reiterated Clinton's proposal that improvements in Vietnamese-U.S. relations hinge on further progress on accounting for POWs and MIAs.

— American Forces Information Service

743rd Sharpens Skills With British Army

Story and photo by Staff Sgt. Brant Vickers

Alpha Company, 743d MI Battalion formed an infantry rifle section and integrated them into the Company B, 8th (Yorkshire) Battalion, for training with a British light infantry unit. The training included a long weekend of individual, section and platoon infantry training, complete with maneuver rifle ranges, assault courses, and small unit tactics.

To prepare for the training, Staff Sgts. Brant Vickers (Section Leader), Mike Harrell, Phil Ridgeway, and Alan Burroughs, and Sgts. Eric Knox and Joe Lawson concentrated on land navigation, road marching (with and without rucksacks), and patrolling skills. The main objective was to develop teamwork, while honing some of their individual soldier skills.

The MI rifle section reported to Ponteferact, West Yorkshire, with helmets, load-bearing equipment, sleeping bags, and rucksacks to train with the British Army's SA-80 rifle.

After a muster alert, the American soldiers moved by 4-ton "lorrie," a British term for truck, to Warcop, England. After reveille, the soldiers put on camouflage face paint and moved to a live-fire offensive and defensive tactical movement range. This provided realistic marksmanship training from a series of defensive positions, including fences, rooftops, rubble-piles, and individual fighting positions.

Offensive tactics included moving downrange and firing at targets as they appeared. A safety officer and an NCO were present to accompany each shooter and to ensure that no one got in the line of fire. Safety officers ensured that soldiers kept their weapons pointed down-range and took immediate action to rectify any stoppages.

The squad then left for the assault course — a muddy half-mile, uphill climb. The goal for each group of four soldiers was to negotiate 15 obstacles as a team. At the end of the obstacle course, each soldier engaged a series of targets on a mini-range. Teams were scored according to the time it took to finish the course and how well they had fired, with the shooting results breaking any ties.

Safety considerations were again of paramount importance. Soldiers walked through all obstacles and took 15 minutes to stretch and warm up prior to competition.

Following the assault course, the rifle section of the 743d MI Battalion received an operations order to set up and conduct an ambush, which involved live fire — this time at night — both in low light and under artificial illumination from parachute and trip flares.

Vickers compared the way the British and U.S. Armies patrol and ambush. "The British Army's operation order isn't as specific as that of the United States, and they don't use rally points. Once an ambush begins, no hand and arm signals are used, only voice and radio control," said Vickers. "The theory is that if a soldier has to watch his leader for direction and control, he is not servicing the target."

Once an ambush begins, no hand and arm signals are used, only voice and radio control ... if a soldier has to watch his leader for direction and control, he is not servicing the target."

— Staff Sgt. Brant Vickers



Sgt. Joe Lawson, 743rd MI Battalion, is "captured" by Cpl. Shore, a British infantry soldier.

The soldiers finished the exercise at about 11:30 p.m. and headed in for the night. Sunday morning, the squad practiced sector defense, again with live fire.

After the after-action review by Capt. Hooper, B Co., 8th LI's second-in-command, the Americans boarded a one and one-half ton lorrie for the trip back to garrison.

According to Capt. John White, officer in command, B Co., 8th (Yorkshire) Light Infantry, the soldiers of A Co, 743rd MI Battalion — the first-ever MI rifle section — performed at a level that exceeded expectations. At the end of the training, they were doing most of what a small unit would be expected to do and had learned some of the customs and courtesies of the British Army.

Staff Sgt. Vickers is assigned to the 743rd Military Intelligence Battalion, 704th MI Brigade.

300th MI Brigade (Linguist) Fulfills Unique Mission

By Capt. Val Peterson

The 300th Military Intelligence Brigade (Linguist), Army National Guard, fulfills a unique mission as part of the Total Force concept. The unit responds to the ever-present need throughout the world for trained Army linguists.

Initially, the 142nd MI Battalion (Linguist) was organized as an intelligence company made up of interrogators, analysts and translators. This organization was effected in February 1960, with a total unit strength of 54 servicemembers.

On April 1, 1981, the company was reorganized as the 142nd MI Battalion consisting of three companies.

The brigade was formed April 1, 1988, by splitting the 142nd MI Battalion (Linguist) into two separate battalions, the 141st and the 142nd.

It was later reorganized and now consists of six battalions: the 141st and the 142nd in Utah; the 223rd in California; the 341st in Washington; the 415th in Louisiana; and the 260th in Florida. Today, the brigade still retains its mission of providing trained interrogators, analysts, and translators.

Ninety percent of unit personnel have been trained in a specific language. For those not trained at the Defense Language Institute, Monterey, Calif., training consists of living and working in a non-English-speaking environment for at least two years. Direct contact with language and culture stems from an association of unit individuals with local churches and their missionary programs. These contacts provide a base on which to build a solid military intelligence unit with language as a speciality.

The unit has an above-average military service commitment. Approximately 80 percent of the men and women within the unit have completed their initial military obligations. The average age of a unit member is 26.

"The soldiers in this unit are members because of the pride they have in belonging to the unit and their commitment to defend the United States of America," said Lt. Col. Brian L. Tarbet, commander, 300th MI Brigade (Linguist).

The civilian education level of unit personnel is also very high. Many individuals not only hold bachelor's degrees, but also have postgraduate and doctoral degrees. The majority of the remaining personnel are pursuing various programs of higher education. This level of education and sense of professionalism have produced extremely motivated soldiers.

An example of this motivation is the manner in which the 100 soldiers from the brigade served in Operations Desert Shield and Desert Storm. Members from both the 141st and 142nd MI Battalions were activated and performed missions such as translation, document exploitation, interrogation, briefings, and analysis. "Arabic linguists were some of the first National Guard troops activated and the last troops to leave after the resolution of the conflict," said Tarbet.

The 300th MI Brigade (Linguist), Army National Guard, continues to assist the U.S. Army by providing qualified linguists to support operations around the world. Current efforts are focused on creating a reserve military occupational specialty for linguists, capstone augmentation, and language enhancement training. The Capstone program is an affiliation with an active duty unit primarily to supply reinforcements to that unit during wartime.

Capt. Peterson is assigned to the 300th MI Brigade (Linguist), Army National Guard, Utah.



Shalikashvili Dedicates Marshall Center

By Anita Heisenberger

The George C. Marshall European Center for Security Studies was dedicated in Garmisch, Germany on Saturday, June 5, 1993, a mere 20 months after its initial conception.

The Center is named for Gen. George C. Marshall, the U.S. Army Chief of Staff during World War II, and the secretary of state who authored the "Marshall Plan" which was instrumental in the recovery of Western Europe after the war. The dedication ceremony was held on the anniversary of Marshall's 1947 Harvard commencement speech, where he announced what later became known as the Marshall Plan. A plaque honoring Marshall was unveiled at the dedication.

The colorful ceremony took place on Sheridan Kaserne, the home of the former U.S. Army Russian Institute, at the foot of Germany's highest mountain, the Zugspitze.



U.S. Army photos provided by Maj. Gen. (Ret.) Charles F. Scanlon

Gen. John M. Shalikashvili, supreme allied commander, Europe; and Lt. Gen. Richard F. Keller, European Command chief of staff, mingle with guests at the reception after the dedication of the Marshall Center.

Gen. John M. Shalikashvili, CINCEUR and NATO's Supreme Allied Commander - Europe, hosted the ceremony which was attended by 26 defense ministers and chiefs. Keynote speeches were delivered by U.S. Secretary of Defense Les Aspin and German Minister of Defense Volker Ruhe. In addition, German Chancellor Helmut Kohl sent written greetings and words of support for the Marshall Center and its mission.

In his statement, Kohl credited America's long-term support for Germany's present unity. "For this we are ever grateful to our American friends," he wrote. Concerning the Marshall Center, Kohl said, "Today we face a similar challenge, the reconstruction of central and eastern Europe following the Cold War. The Marshall Center is dedicated to this important task."

Kohl's letter added, "I would like to take this opportunity to thank our American friends for their worthy initiative, which we support wholeheartedly." The German Government has named Col. Has Odenthall, formerly at the *Fuhrungsakademie der Bundeswehr* in Hamburg, as the head of the Marshall Center's Research and Conference element.

Aspin, who flew to Germany from Washington, D.C., for the event, called on the nations of East and West to dedicate themselves to Marshall's vision of "economically successful democracies cooperating in international relations to their mutual security." He called Russia the "key factor in shaping the future security environment for the United States and the new Europe, alike."

The U.S. Defense Secretary said a first goal is to "create a new European security system" to face present day dangers and to "work to ensure the success of democratic and economic reforms in Russia and Ukraine and other (former) republics of the Soviet Union and the nations of Eastern Europe."

In his remarks, German Defense Minister Ruhe declared, "I see ... this new Center of intellectual activity in Germany as a political signal: situated in the heart of Europe, Germany bears a special responsibility not only for the unity and stability of our continent, but also for relations between Europe and America."

The concluding remarks at the ceremony were made by the Marshall Center's director, Dr. Alvin H. Bernstein, the former Director of the Institute for National Strategic Studies at the National Defense University and Assistant Deputy Secretary of Defense for Policy Planning. In his remarks, Bernstein emphasized that he is well aware of the difficulties he faces in launching the Marshall Center.

"If it is to become a distinguished educational institution," Bernstein said, "it will need an expert and dedicated faculty, a thoughtful curriculum and students who have the capacity to benefit from the studies."

Following the dedication ceremony, Aspin and Ruhe took questions from news media representatives from more than a dozen European countries and the United States.

In addition to Aspin and Ruhe, the dedication ceremony was attended by numerous high-ranking defense officials from the members of the North Atlantic Cooperation Council. These countries included: Albania, Armenia, Belarussia, Belgium, Great Britain, Bulgaria, the Czech Republic, Estonia, France, Hungary, Italy, Latvia, Lithuania, Luxembourg, Moldova, Poland, Romania, Slovakia, Russia, Slovenia and Khirghistan.

In addition to Gen. Shalikashvili and Gen. Klaus Naumann, head of the German Armed Forces, the ceremony was attended by 10 four-star flag officers, including the U.S. Army chief of staff; deputy commander in chief, Europe; and CINC, U.S. Army Europe. Also present were the U.S. ambassadors to the New Independent States, Germany, and Hungary.

The mission of the newly-dedicated Marshall Center is to foster understanding and cooperation on defense matters between the NATO countries, the countries of Eastern Europe and the former Soviet Union. It will offer courses, hold conferences and sponsor research on defense procedures and organizations appropriate to democratic societies with free market economies, with special emphasis on human rights and civilian control of the military.

The Center will also analyze regional conflicts, with a focus on how they might be avoided, contained or resolved by peaceful means. It will be accessible to top-level military officers, civilians from Ministries of Defense, legislators charged with oversight of defense matters, and diplomats from Central and Eastern Europe and the states of the former Soviet Union.



German Minister Voelker Ruehe (left) and U.S. Secretary of Defense Les Aspin arrive at the Marshall Center dedication ceremony.

In conjunction with the dedication, the Marshall Center hosted two conferences. The first, entitled "European Security Challenges," while the second, entitled "Covering Defense Issues in Central and Eastern Europe," was held from June 5-8. Both were well-attended and well-received, setting a tone for the future endeavors of the George C. Marshall European Center for Security Studies.

Mrs. Heisenberger is the PAO at USARI, Garmish, Germany.

Origin of the Marshall Center

The need for the Marshall Center was identified in the wake of the failed August 1991 coup attempt in Russia. The Plans and Policy Directorate at the U.S. European Command began work to develop proposals to expand defense and security contacts with the emerging democracies of Central and Eastern Europe. The intention was to positively influence the development of security structures appropriate for democratic states. In October 1991, a proposal was developed to use the facilities of the United States Army Russian Institute to create a European Center for Security Studies where they could rapidly develop opportunities to work with the Central/East European defense establishments.

By the year's end, the proposal was briefed to the U.S. commander in chief, Europe, who approved the concept and directed that it be refined and submitted to the Joint Staff. The proposal went to Gen. Colin Powell in February 1992, and he endorsed it on March 17, 1992. Under Secretary of Defense for Policy Wolfowitz approved the USEUCOM proposal in the summer, and the staffs began working to develop a charter for the proposed center. Secretary of Defense Dick Cheney signed DoD Directive 5200.34 in November 1992, establishing the George C. Marshall European Center for Security Studies as an element of the U.S. European Command and under the authority, direction and control of USCINCEUR. By December 1992, OSD provided funds for the start-up and initial operating budget of the Marshall Center.

Preparing for the 21st Century —

USARI Evolves to Marshall Center

By Anita Heisenberger

The United States Army Russian Institute, Garmisch, Germany, was formally resubordinated from the United States Army Intelligence and Security Command to the U.S. European Command on Oct. 1, 1993, and reorganized as the Foreign Area Officer and Language Training Institute of the George C. Marshall European Center for Security Studies.

USARI was activated in May 1947 as the U.S. Army Institute for Advanced Russian and East European Studies. It was assigned the mission of training Soviet specialists in a 24-month program of language, military, and political studies. The school operated at several locations in the Federal Republic of Germany, relocating to Garmisch-Partenkirchen in 1964, where it has operated ever since.

It originally functioned under the staff supervision of the Army's Office of the Assistant Chief of Staff for Intelligence. In 1977, it was transferred to the Intelligence and Security Command and renamed USARI.

The Institute's training program was reduced to 18 months in the summer of 1991 to reduce costs.

The Foreign Language Training Center, Europe, was established as a subordinate command in Munich in 1982. Its mission was to provide language refresher and enhancement training primarily to soldiers assigned to U.S. Army, Europe, or European-based INSCOM units. It moved to Garmisch in the spring of 1992.

FLTCE has provided training in five languages — Russian, German, Polish, Czech and Arabic — to over 5,000 servicemembers and civilians.

In November of 1990, USARI accepted a new mission of conducting Russian language training courses to support the On-Site Inspection Agency, which is responsible for verification of arms control treaties. The Institute's first class on the Conventional Forces in Europe Treaty was completed in February 1991. Since that time, the Institute has added a variety of courses that address advanced linguistic requirements of treaty verification and more general, but related, military topics.



Dr. Alvin Bernstein, center director; U.S. Ambassador to Germany Robert Kimmit; Secretary of Defense Les Aspin; U.S. Col. Ernest Beinhart (USMC),the center's chief of staff; German Minister of Defense Voelker Ruehe; Gen. John M. Shalikashvili, SACEUR, SHAPE; and head of the German Armed Forces, Gen. Klaus Neumann, await the beginning of the ceremony to dedicate the Marshall Center.

Over the course of its existence, USARI trained over 950 specialists, known as Foreign Area Officers, on the Soviet Union, the Warsaw Pact, and the Commonwealth of Independent States. The training program included military studies, advanced and specialized language topics, economics, cultural affairs, and domestic, political and foreign affairs studies. Most significantly, nearly all training was conducted in the Russian language, further enhancing the students' language proficiency.

Throughout the Cold War, USARI's graduates made up the overwhelming majority of the Army's Soviet and East European specialists and made a quiet but essential contribution to the success of the democratic West in that political-military conflict. Graduates have served around the world, in such places as the Moscow Defense Attaché Office, the Military Liaison Mission in the former East Germany, numerous Defense Agencies, and the Army and Joint Staffs. In a wide variety of roles, Soviet FAOs provided valued and expert opinion on the Soviet Union, the other Warsaw Pact nations and their armed forces.

Ironically, the collapse of the Warsaw Pact and disintegration of the Soviet Union did not bring an end to the need for Russian specialists. The end of the Soviet era had already seen a rapid expansion of requirements for Russian specialists to execute arms control negotiations and verification requirements. Since the collapse of the Soviet Union, these requirements have grown, along with rapidly expanding requirements for Russian specialists to carry out an ambitious program of contacts between the U.S. military and the armed forces of the former Soviet Union. At the same time, there has been an increase in the qualitative requirements placed upon Russian specialists in terms of the degree of language proficiency required and the

exploding complexity of regional developments.

The end of the Cold War also brought the end of the rationale for the United States to maintain the large military establishment required during the Cold War era. Subsequent to the delay imposed by the war against Iraq in 1990-1991, the U.S. Armed Forces began to draw down as a result of the decline in resources available. Nowhere was this drawdown felt more rapidly and intensely than in the European theater, where the USAREUR was reduced from over 210,000 in the fall of 1990 to roughly 92,000 in the fall of 1993. Key to this reduction was the shrinking of the "footprint" of its installations to reduce base support and operational costs. This could not fail to affect Garmisch and the U.S. Army Russian Institute, and there emerged pressures to either relocate the Institute or terminate its operations.

Instead, USARI was reorganized as the FAO and Language Training Institute of the newly-created Marshall Center. All non-training functions were assumed by staff and support elements of the Marshall Center, which were themselves based upon USARI's former staff elements.

In the future, FLTI's focus will be on three mission elements: FAO training, language refresher and enhancement training, and specialized training related to arms control issues.

Rapid change continues to affect the Foreign Area Officer Program, most notable being the refocusing of regional studies from the Soviet Union and East Europe to the Commonwealth of Independent States. This requires a more in-depth treatment of issues involving Belorussia, Ukraine, Central Asia, and the Caucasus. While Russian will remain the primary language of instruction, it will likely be supplemented by both Ukrainian and Belorussian. Further change will come with efforts to expand in-country training opportunities in most, if not all, of the Commonwealth nations.

Language refresher and enhancement training programs will be greatly affected by any further reductions in the operational forces in Europe. The demand for this training is likely to decline somewhat, and the language mix is expected to change as the linguist mix in the supported forces changes. This training will be provided as long as necessary.



U.S. Army photos provided by Maj. Gen. (Ret.) Charles F. Scanlon

Ministers and chiefs of defense of countries belonging to the North Atlantic Cooperation Council salute during the ceremony to dedicate the Marshall Center. In the foreground at right is the dedication plaque that was unveiled later in the ceremony.

Finally, language training related to arms control negotiations is expected to be a continuing requirement, although there probably will be changes in the mix of courses offered due to training programs offered by other organizations. Nonetheless, FLTI can provide cost-effective, high-quality training to European-based personnel involved in arms control activities.

In conclusion, USARI has provided, and FLTI will continue to provide, highly skilled FAOs, linguists, and personnel engaged in arms control activities for the Department of Defense.

It is often said that change is the only constant in our era. A review of the political-military arena of the past five years reveals a world that has undergone the most dramatic change since World War II.

If, during the Cold War, America faced a situation fraught with danger but not without opportunities, it now faces a world fraught with opportunities not without dangers. While military force will undoubtedly play a far different role in the decades ahead than in years past, the experience of the past several years has demonstrated that the post-Cold War era is unlikely to be a peaceful one. Ethnic tensions, nationalism, attempts to redress past grievances, and a wide variety of other factors contribute to instability in numerous regions of the world. America is likely to be called upon to provide military forces for a variety of combat and peacekeeping contingencies around the world.

As our Army contracts to a CONUS-based contingency or power-projection force, skilled regional specialists and linguists will be essential to success. USARI's successor, the George C. Marshall Center's Foreign Area Officer and Language Training Institute, will ably provide the Department of the Army and the European Command with many of those specialists in the years ahead.

Mrs. Heisenberger is the PAO at USARI, Garmish, Germany.

War Adds Color to Everyday Language

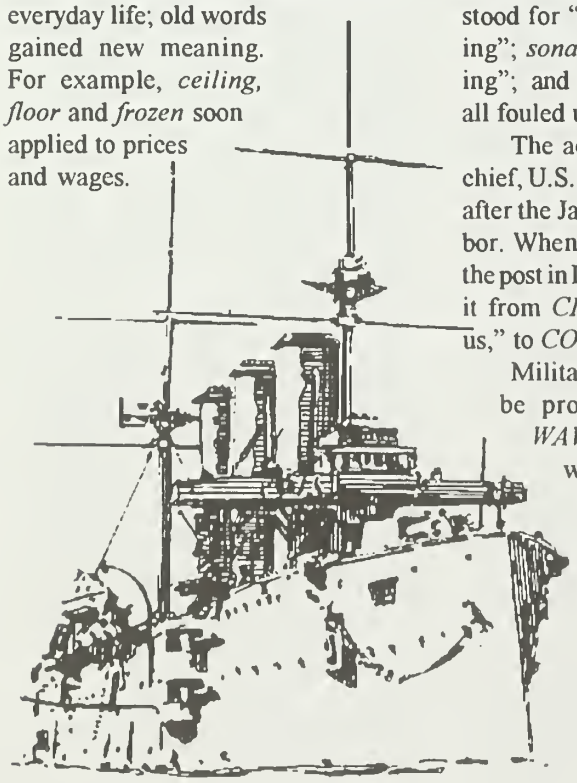
By Master Sgt. Linda Lee

When a country goes to war, life changes for everybody. It doesn't change only at the front for the military; those at home also feel the effects.

Take World War II, for example. The U.S. government implemented rationing for gasoline, sugar, meat and other items for those at the home front for most of the war. Travel was discouraged. Technology flourished as items had to be quickly replaced and alternative materials developed.

The entertainment industry stressed patriotism in movies and cartoons and urged people to buy war bonds. Women went to work in ever-increasing numbers at factories and took over jobs left vacant as men marched off to war.

The vocabulary changed. New words and phrases became part of everyday life; old words gained new meaning. For example, *ceiling, floor* and *frozen* soon applied to prices and wages.



Many words and phrases continue in use today, with some gaining new meaning, like *blockbuster*. Originally, *blockbuster* was the nickname for a British 2-ton bomb; now it means a success at the box office.

Some words had appeared during World War I and then faded, only to resurface in World War II. *Home front* and *boondocks* are only two.

Words like "blitzkrieg" and "Gestapo" were adopted from the European front. Blitzkrieg, which means "lightning war," was coined by the British using two German words. Gestapo was the German acronym for "Geheime Staatspolizei" — "state secret police."

Acronyms flourished, as the U.S. government and military services abbreviated everything possible. Some words lost their status as acronyms and actually became words on their own, like *radar*, *sonar* and *snafu*. *Radar* stood for "radio detecting and ranging"; *sonar*, "sound navigation ranging"; and *snafu*, "situation, normal, all fouled up."

The acronym for commander in chief, U.S. Fleet, was quickly changed after the Japanese attack at Pearl Harbor. When Adm. Ernest J. King took the post in December 1941, he changed it from *CINCUS*, pronounced "sink us," to *COMINCH*.

Military acronyms could usually be pronounced as words, like *WAVES*, *WACS* and *AWOL*, while each letter usually had to be said for the federal government's acronyms. These included "WRM" for "War Resources Board" and "OWM" for "Office of War Mobilization."

Some words and phrases that made their appearance during World War II and their meanings included:

"Rosie the Riveter" represented all the American women who worked in defense plants, doing their part for the war effort.

Door-key children came home to an empty house after school because their parents were working for the war effort; the term later became *latchkey*, much better these days, to avoid confusion with another word with the same pronunciation — *dorky*.

Propaganda, an old European word which meant "spreading the faith," took on a sinister meaning at the beginning of the war, when the Nazis began to spread their ideas. Another phrase, "war of nerves," was linked to propaganda, and referred to psychological warfare used to lower troop morale.

Combat fatigue evolved from the World War I phrase "shell shock."

Milk run was a mission run frequently against little or no opposition. It originated from the early morning and uneventful deliveries by a milkman.

Gremlin, a British word used by pilots, referred to a sprite or other type of supernatural creature that caused unexplained trouble around airplanes.

Pinups were photographs of movie stars or other women that were usually hung in lockers or on walls; *Yank*, a magazine for the troops, was credited with first using that word in April 1943.

The draft gave the language the phrases "1-A," for those individuals who were eligible for induction, and "4-F," those who were either physically or mentally unfit for service.

Master Sgt. Lee is a writer for the American Forces Information Service.

U.S. Army Intelligence and Security Command Senior Leaders

Photos of Col. William Llewellyn, commander, and Sgt. Maj. William J. Cowell Jr. of the Foreign Intelligence Activity, Fort George G. Meade, Md., were unavailable at press time, to appear in the article, "U.S. Army Intelligence and Security Command Senior Leaders," which appeared in the October 1993 *INSCOM Journal*.

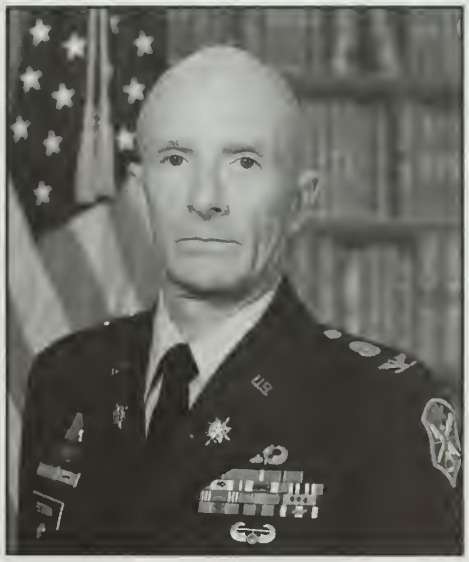


Col. William Llewellyn
Foreign Intelligence Activity
Fort George G. Meade, Md.



Sgt. Maj.
William J. Cowell Jr.
Foreign Intelligence Activity

Also, Col. William E. Peterson is the commander of the Foreign Counterintelligence Activity, Fort George G. Meade, Md.



Col. William E. Peterson
Foreign Counterintelligence Activity
Fort George G. Meade, Md.

INSCOM Units Celebrate Organization Days

(Right) Col. Everett R. Yount, Commander, U.S. Army Intelligence and Threat Analysis Center, tries the "good ol' boy" routine on Jamie Farris, winner of the "Pie in the ITAC Commander's Face" drawing.

(Below) After the "good ol' boy" routine fails, Yount tries pulling rank on Jamie, but ...



All photos this page by Glenn A. Wait







(Above) Jamie "All the Way" Farris, completes the mission in spite of possible ramifications.

(Left) Yount accepts the outcome with all the dignity that is expected of a commander.

(Right) After having his face painted at the 703rd MI Brigade Organization Day, Anthony Stadeker spent time making "pogs," Hawaiian game pieces.



Photo by Staff Sgt. Paul J. Ebner

(Below) Spec. Ray Bendana, 703rd MI Brigade, belts out a tune on the karaoke for the fans.



Photo by Staff Sgt. Paul J. Ebner



Photo by Spec. Jim Donahew



Photo by Spec. Jim Donahew

(Above) Sgt. 1st. Class Megan Ayres, U.S. Army Field Support Center, sends the children off on a scavenger hunt.

(Left) Soldiers, civilians and family members, alike, enjoyed the fare at USAFSC's "Old Fashioned Family Picnic" at Burba Lake on Fort George G. Meade, Md.



Photo by Spec. Tanisha Harris

(Right) 1st Sgt. Jackie Moate, of Headquarters, Headquarters, and Service Company, acting command sergeant major of 532nd MI Battalion, Korea, gave Sgt. 1st Class William Hing little resistance when it came time to receive her "just desserts."



Photo by Staff Sgt. Paul J. Ebner



Photo by Ken Shifflett

(Center, left) Pfc. Mike Revels, 703rd MI Brigade, gave Matt Howard a fake tattoo. When Revels wasn't tattooing, he was painting faces.

(Center, right) The U.S. Army Foreign Science and Technology Center fairly sloshed through its outing. Bob Carter, Jack Sweeny and friend waited in line for the highlight of the day ...

(Right) Lunch! Mike Pleasants, Ron Fowlkes and others at FSTC headed for the shelters to enjoy the food — yummy, warm and dry!



Photo by Ken Shifflett



Photo by Sgt. Terrill Slocum

(Left) Sgt. 1st Class Kerry Koger "encourages" Staff Sgt. Rodney Groce during the 703rd MI Brigade's tug of war.



Photo by Spec. Tanisha Harris



Photo by Sgt. Joseph Cobb

(Center, left) Capt. Monica Hanley, HHSC commander, 532nd MI Battalion, takes an easy first place for women in the 10K fun run.

(Center, right) Capt. Susan Moynahan strains to bench press enough weight to win the 703rd MI Brigade women's weight lifting competition.



Photo by Spec. Jim Donahew

(Left) Staff Sgt. Jim Bendik, USAFSC, swings for the fence as the NCOs defeat the officers in softball. The final score? NCOs, a bunch ... officers, not many.

513th Takes a Hike

Story and photos by Staff Sgt. Edith Davis

A deer darts across the trail; a speckle of white dots marks its smooth passage. The brown of its coloring entwines with the woods, not unlike the camouflaged soldiers who note its passage. Unblinking, they stare, not at the deer, but at some unseen enemy hidden deep in the quiet woods.

Without warning the enemy strikes with a chemical attack. The soldiers, with the same darted quickness as the deer, flash into action. They don protective masks with a speed akin to the deer, and when you look, the forest is a little greener, as soldiers in full chemical gear melt into the background.

"To most people, 'NBC' stands for 'nobody cares.' It's our job to make sure they care," said Sgt. Bernis Webb. "It is our job to make sure they don't become a casualty through ignorance. I want every soldier to know how to do this."

That's just what every soldier was learning during the 513th Military Intelligence Brigade's semi-annual field exercise, "Bold Knight 93-2." The 202nd MI Battalion sent its companies out on decon marches to familiarize soldiers with nuclear, biological and chemical warfare.

"Soldiers take it for granted that it won't happen, but Iraq and Iran fought for years with chemical weapons," said Webb, one of the NBC training noncommissioned officers.

Sgt. Keith Bradford, the other trainer, added, "Every small country has chemical agents. The threat is real; it's very real, especially when we're getting into, what I like to call, neighborhood disturbances."

That real threat lessened as soldiers, learning the ins and outs of NBC, took a four-mile trek that the two training NCOs had outlined. As part of the road march, soldiers were tested on reaction to enemy attacks by sniper and machine-gun fire.

"We had some big objectives when we were trying to set up this course," said Bradford. "We let the leaders know what we expected to see and designed the course to let them run the show."

"But, we try to teach everybody so they can do it in the absence of leaders," added Webb. "Most people go through a course, encounter chemical agents, put on their gear, and stand around waiting for an all-clear sign, but you have to continue the mission. The purpose is to build endurance."

And with this purpose in mind, as these soldiers went through the course, they blended in and out of the forest, eyes and ears alert to danger everywhere. Knowing — like the swiftly running deer — that know-how could mean life or death.

Staff Sgt. Davis is the PAO NCO for the 513th MI Brigade, Fort Monmouth, N. J.





(Above) **Sgt. Keith Bradford demonstrates masking techniques after the NBC road march held during exercise "Bold Knight 93-2."**

(Left) **2nd Lt. Mark O'Rourke captures Staff Sgt. Ariel Perez-Montes, a member of the opposing forces attacking the squad on their road march.**



(Left) Cpl. Rachel H. Yasui studies a decontamination kit during an NBC class.

(Below) Pfc. Tony M. Carter crouches in the woods during the NBC road march for excercise "Bold Knight 93-2."



Help a Friend Leave the Pack Behind ...

November 18

"Great American Smokeout"



A FEW QUIT TIPS ...

- Get rid of your cigarettes, ashtrays, lighters and matches. *You won't need them anymore!*
- Change your smoking routine. *Avoid smoking areas and your "smoking chair"; leave the dinner table immediately.*
- Drink lots of liquids *other than coffee or alcohol.*
- When the urge hits, take a deep breath, hold it and slowly release it. *The urge will pass.*
- *For information on quitting, call the* **American Cancer Society** *at* **(800) ACS-2345.**



The 501st MI Brigade —

Mohawk Country: INSCOM's 3rd MI Battalion

By Jeanette Lau and Master Sgt. Janet Thierichen

On July 1, 1974, the 146th Army Security Agency Company (Aviation), which had distinguished itself in Vietnam, was again activated, this time at Pyong Taek, Korea. On Nov. 6 of the same year, men and equipment from the 146th relocated to Taegu Air Base, 170 miles southeast of Pyong Taek. The unit was subordinate to USASA Field Station Korea and in support of the U.S. Forces Korea tactical commanders, with operational control maintained by J2, Eighth U.S. Army/ U.S. Forces Korea/United Nations Command. On Oct. 15, 1978, the 146th ASA Company moved back to Pyong Tack, this time to Zoeckler Station on Camp Humphreys. This move was necessitated by a major reorganization within the intelligence community in which the U.S. Army Security Agency was redesignated the U.S. Army Intelligence and Security Command. The reorganization expanded the mission of the 146th to include aerial surveillance, but the relocation meant that all airborne assets could be combined at one site. The unit was considered unique since it was the first company-sized unit to combine all U.S. Army fixed wing aerial surveillance capabilities within a single organization.

Slightly more than a year later, on Dec. 15, 1979, the 146th Military Intelligence Battalion (Aerial Exploitation) (Provisional) was organized to reflect this increased mission, with A Company consisting of the OV-1D and RV-1D Mohawks. Two and one-half years later, on June 16, 1982, the 146th MI Battalion (Provisional) was redesignated the 3rd MI Battalion.

Today, the 3rd MI Battalion provides timely intelligence support to tactical and strategic commanders, with support to the CINC, United Nations Command, U.S. Forces Korea, and the Korean Theater of military operations.



All photos by Bobby Elliot

Cpl. Kang H.C. (left) and Pfc. Shin S.Y., Korean Augmentees to the U.S. Army with A Co., 3rd MI Battalion, repair damaged helmets.







(Top) Maj. Charles R. Mehle II gives Pvt. Tanisha Harris a tour of an OV-1D.

(Above) Pfc. John Sizemore of A Co., 3rd MI Battalion, puts in a new part of avionics.

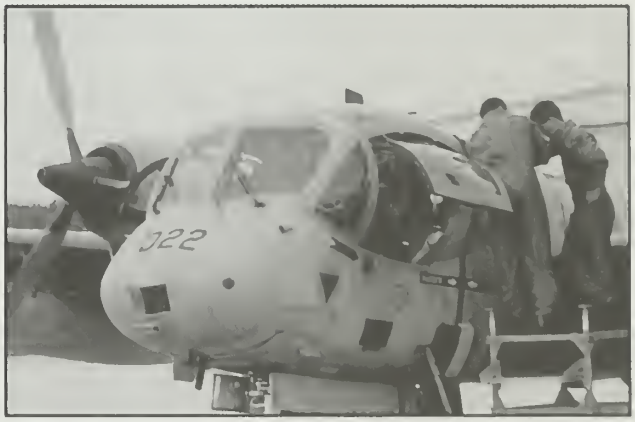
(Left) Mr. Choi, a civilian employee at the 3rd MI Battalion, performs repair maintenance on the wing of a Mohawk.



(Right) A soldier works in the Aircraft Survivability Equipment shop.







(Top) Pfc. Jason Thomas (right) and Pvt.2 David Millek of A Co. 3rd MI Battalion, replace the exhaust shroud on a OV-1D.

(Left) A Korean national replaces a panel on the tail section of an OV-1D

(Above) Maintenance crews on the flight line check the engine before the Mohawk aircraft is allowed to depart on a mission.

VA Urges Vets to Refinance Home Loans

By Rudi Williams

"If you're going to refinance a Veterans Affairs-guaranteed home loan, now is the time," said a Department of Veterans Affairs spokesman. Veterans can increase their net monthly income by taking advantage of the lowest interest rates in more than 25 years, he added.

And in some cases, interest rates can be lowered without any out-of-pocket expense to the veteran through the Interest Rate Reduction Refinancing Loan program.

"It's a win-win-win situation for veterans, the economy and lenders," said VA Secretary Jesse Brown. "Veterans increase their ready cash to use to improve their home or start a college fund, for example. The lender gets a loan of greater quality with less risk of default and new income from fees for originating new loans."

More than 880,000 veterans have VA-guaranteed home loans with interest rates of 9 to 9.99 percent, according to VA statistics. More than 700,000 still have loans with interest rates of 10 percent or more. At an average of $90,000 for a VA loan, the minimum monthly savings would be $257 million for those 1.58 million loans if they were refinanced at a rate of 7 percent.

The difference in monthly payments can be dramatic. For example, the monthly payment on a 30-year loan of $90,000 at 10 percent interest is $780. The monthly payment on the same loan is $724 at 9 percent interest, $660 at 8 percent and $598 at 7 percent.

Veterans can refinance their VA-guaranteed loans through a regular refinancing loan or an interest rate reduction loan, Brown said.

"The interest reduction loan is a streamlining process that doesn't normally require a new credit package," said VA loan specialist Erica Greenberg. "Some lenders may require a credit check, but VA doesn't because veterans who already have VA-guaranteed loans qualified when they got them."

An interest rate reduction loan is used strictly to reduce the interest rate and doesn't require a property appraisal or credit underwriting, Greenberg said. "Veterans who have a conventional or Federal Housing Administration, or FHA, loan can't get a VA interest reduction loan, but they can apply for a regular VA loan to lower their rates," she added. There's no shorthand way to get a regular VA-guaranteed home loan.

FHA has a similar interest reduction program, but conventional loans don't have anything comparable, Greenberg noted.

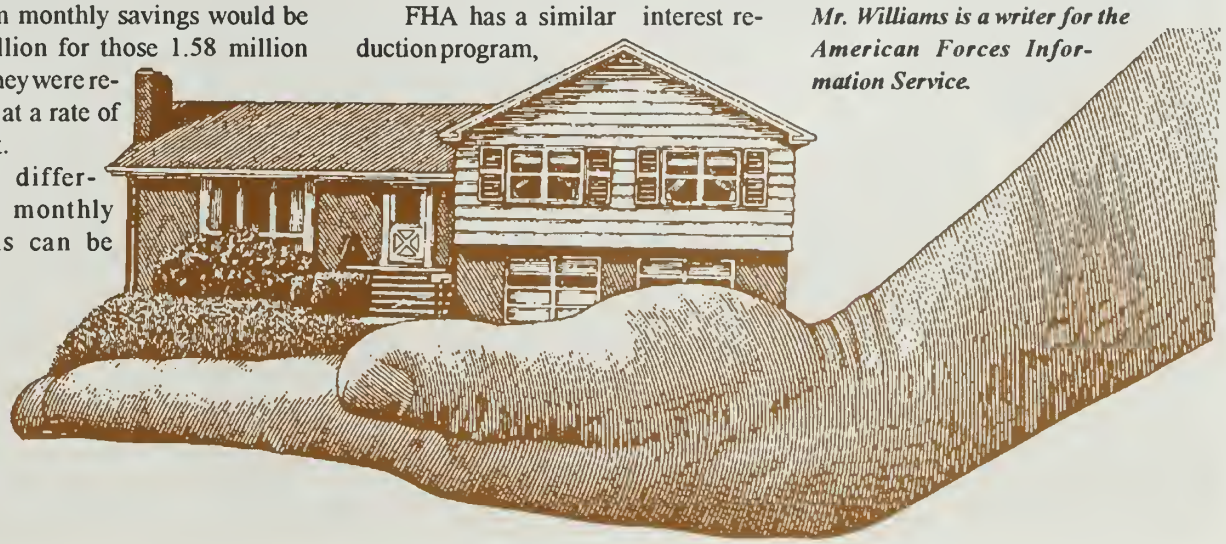
In some cases, the original lenders sell mortgage loans to companies that may not be licensed to do business in the state where the property is located. Not to worry, Greenberg said.

"You can go to any lender to get an interest reduction loan. It's not tied to the current holder of the note," he said.

Getting an interest rate reduction loan may not be best move for every veteran, Greenberg said. "Sit down with a lender and discuss options—what works best for your particular situation," she added.

During the past year, thousands of veterans have obtained VA-guaranteed loans to buy or refinance homes. Through June 30, almost 88,000 veterans refinanced their loans to lower the interest rate, said Greenberg. This is more than one-third of the 263,061 VA-guaranteed loans approved for the third quarter of this fiscal year. By comparison, 60,129 veterans refinanced their loans to lower interest rates during fiscal year 1992.

Mr. Williams is a writer for the American Forces Information Service.



Automated Librarians Make House Calls

By Patricia Taylor and Timothy Edwards

Although libraries are labor-intensive operations, this has changed somewhat in recent years. For instance, back in the 1970s, the FSTC Library generated catalog cards with information on each item in the library collection. In fact, multiple cards — by title, author, keyword and originating agency — were created for a single item. Of course, each had a different area in which it was filed, and it took two employees six to eight hours a day to file the cards.

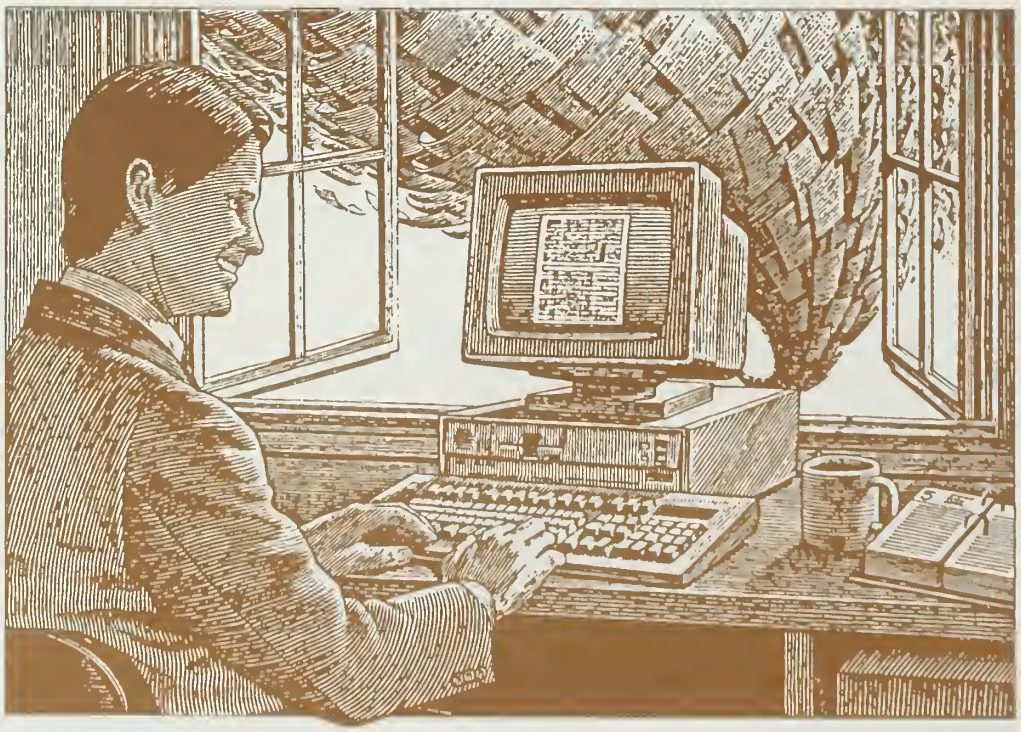
Now those cards have been replaced by computer records, each retrievable by various fields (author, title, keyword, etc.). A patron can log onto a computer in his or her office and use a program called STIMS/STAIRS to retrieve items from the library's collection. After identifying an item, the patron switches to another program to request it from the library. Meanwhile, those two employees who spent their days filing cards have been assigned to more fulfilling tasks.

The topic of interlibrary loans came up next. These are items that must be obtained from another library. Requesting these is the job of an interlibrary loan specialist, once a full-time job. This person, armed with a fat Rolodex and a collection of periodical catalogs, would spend the day on the phone tracking down the coveted items. The average turn-around time for obtaining an item was 60 to 90 days.

Enter the computer age! Turn-around time has been drastically reduced to three to five days. This savings can be attributed to a data base called OCLC (Online Computer Library Center), which has brought interlibrary loans out of the Stone Age.

To illustrate the process, the interlibrary loan specialist logs onto OCLC, types in the title of the requested item, and retrieves a list of libraries that own it. The employee calls up another screen and requests the item from up to five of the libraries listed. The next day the employee checks to see if a response has been received. The OCLC system automatically refers the request to the next potential lender if a negative response is received. Once a lender responds positively, it is simply a matter of how quickly the item can be delivered. In many cases, the customer can have a requested book or photocopy in hand the next day. Meanwhile, the fat Rolodex collects dust, employees are free to do more varied tasks, and the customer is happier with the quick service.

What about periodicals? Since the 1970s, the number received by the FSTC Library has been on a roller coaster due to changes in funding — up to over 1200 titles, and down presently to 600. In the past, library employees would check out the periodicals, filling out and filing the loan card manually. Periodicals were placed on the display racks and patrons visited the library to see the current issues.



Fast-forward to the present. When a current issue of a periodical is received, a library employee places a bar-code label on it and uses a scanner to read the number into the computer. The employee then enters additional information about the issue. The computer stores a listing of all the patrons who want to see that periodical, and after the new issue is logged, it is

checked out to the first patron on the list and sent to that patron's office. Upon its return to the library, the periodical is automatically checked out to the next person on the list by use of the bar code reader, and on it goes. The savings in time? Processing periodicals was once a three-person operation, but it can now be a one-man show. Furthermore, a patron can have the current issue of a periodical delivered to their desk automatically.

One last comparison: External data bases were in their infancy in the 1970s. In fact, the FSTC Library accessed only one data base at that time. Now, with the arrival of the information explosion, the library accesses over 500 external data bases, not including the Internet. The computer helps us obtain information on virtually any subject: sciences, economics, politics and current events. Furthermore, global horizons have shrunk, and the library can tap into data bases produced in Japan, Germany and France as easily as its own bibliographic data base.

The intent of this article was to discuss the blessings and havoc bestowed by the arrival of automation. So far, the blessings have been much more apparent, but as the saying goes, "you don't get something for nothing." In a nutshell, automation is expensive! There is a large financial investment in the purchase of equipment, software and data base access. Add to this the technical support and training required to move into the future, and you have some big bills to pay.

What about the human factor? Working in the library has required a degree of flexibility. An employee hired for a specific job in the 1970s may find himself performing different functions in the 1990s. At the same time, they also have some patrons who, regardless of technology, would prefer to walk to the library and talk to a real person rather than send a request over the LAN (Local Area Network). So they try to keep them all happy, which is a lot like trying to control the weather.

What's next at the FSTC Library? There will be continued emphasis on using automation to reduce labor-intensive procedures, expand information products available, and obtain those products more quickly. And, although the library staff enjoys visiting with its customers and colleagues, how convenient it is to be able to do business via technology. Now they can make house calls!

Ms. Taylor is Reference Librarian and Mr. Edwards is Chief, Customer Services Branch of the Library Services Division, FSTC, Charlottesville, Va.



A Day of Pain for Midwest Gain

By Sgt. Charles Frey and
1st Sgt. David Spieles

On Aug. 7 and 8, 1993, 10 soldiers of Headquarters and Operations Company, 743rd Military Intelligence Battalion, 704th MI Brigade, Fort George G. Meade, Md., participated in the 23rd Annual 24-hour Relay Road Race, held at Howard County High School in Columbia, Md.

The *Space Crazies,* as team members called themselves, participated for two reasons: to meet the challenge of running an event of this magnitude, and to raise money for the flood victims in the midwestern United States.

The Space Crazies started training for this event in May, overcoming numerous obstacles. These included injuries such as a stress fracture (Sgt. Stephanie January), shin splints and knee problems (Sgt. Bret Burelson), back problems (Sgt. 1st Class David Rittenhouse and Staff Sgt. Melissa Radar), and hip problems (Sgt. Greta Collier and Pvt. Peter Olson).



1st Sgt. David Spieles and friend recuperate between laps in the 24-hour race.

Other obstacles included work schedule conflicts, scheduled training, summer vacation plans, and personal conflicts. Sgt. John Davies attended leadership school for a month, and Sgt. Anthony Davis was traveling on extended temporary duty.

According to team captain 1st Sgt. David Spieles, the training schedule consisted of running approximately 40 miles a week: one long run, track speedwork twice a week, three medium runs and one day of rest. Originally scheduled as two teams, major injuries prevented other team members from participating. Spieles stated, "I'm extremely proud of all the team members. They gave up a lot of personal time and were able to persevere through not only the training, but also the race."

A total of 12 teams competed in the race, with 50- and 100-mile events taking place simultaneously. The team ran a total distance of almost 208 miles, with each member running approximately 22 miles.

The race consisted of each team

see PAIN, *next page*

The 743rd's Sgt. Anthony Davis (third from left) shows good form in the middle of the pack as he runs to support the midwestern flood victims.



Photos by Sgt. Charles Frey

513th Conducts Bayonet Training

Story and photo by Staff Sgt. Edith Davis

The eyes are wide, swallowing everything within their scope; the teeth are clenched, the jaws tight, as a fire builds on the countenance. This is a soldier's war face. He wears it often. Never is it more apparent than when soldiers fix bayonets.

In what is to become permanent lessons for the 297th Military Intelligence Battalion, 513th MI Brigade, soldiers put on this face and geared up for bayonet training. Sgt. Jeffrey D. Loxly, who received lessons at his previous unit in Europe, conducted training for the first time at the 297th.

"This is a soldiering skill, and it's something every soldier should know," said Loxly.

The soldiers were taught seven basic offensive maneuvers ranging from the whirl movement to the stomp and drag used for riot control.

Evaluators were on hand to monitor the teacher and techniques being taught. The evaluators, 1st Lt. Jeffrey E. Indovina, Sgt. 1st Class David E. Hooker and Spc. Jack S. Drew III, all had previous infantry experience. Hooker, who served seven years in an infantry unit, had a chance to use his bayonet training while stationed at Fort Chaffee, Ark.

"This is like training the trainers," said Hooker, "At the end of the day they will be tested so they can continue with skills taught and be able to use them to train others."

Ironically, the faces, gritting and grunting, shout the battalion's motto. Many would confuse it with the bayonet training since its words echo that of this training, "Always forward" (with the bayonet).

Staff Sgt. Davis is the PAONCO for the 513th MI Brigade.



Spc. Garrett J. Thurman practices one of eight maneuver thrusts with the bayonet.

PAIN

member running a one-mile leg, then passing a baton. They repeated this process for a 24-hour period.

In the beginning, adrenaline was high, but as time went by, the runners wondered why they had gotten themselves into such a position.

Asked why she participated, Collier said, "I wanted to prove that I could finish this, and within a respectable time." When asked what they thought was the hardest part of the race, most of the runners agreed that it was the last three or four hours, when they could see from the leader board that they could not improve their standing with only a few hours to go.

The Space Crazies finished first in the military category and fourth overall, missing third place by little more than a mile. The winning team ran 228 miles, with second running 214 and third, 209. They were the envy of all the other teams, as Staff Sgt. William Lester provided a camper that included all the amenities of modern life — except for a shower hook-up. He promised to remedy that the next time out. The team planned to run in the upcoming Army Ten-miler, and it's a fairly sure bet they'll be seen at other road races throughout the Baltimore-D.C. area.

Finally, and probably most importantly, they raised well over $1,000 to send to the flood victims in the Midwest. The team members had done what they could to help their countrymen in need.

Sgt. Frey and 1st Sgt. Spieles are with the 743rd MI Battalion, Fort George G. Meade, Md.

Postal Service Announces Holiday Mailing Dates

Don't like fighting the crowds or long lines at the post office to mail holiday packages? It's not too early to mail overseas, said Military Postal Service Agency officials.

In fact, some deadlines for overseas Christmas mailing are rapidly approaching. Mailing early will also save money, said postal officials, because cheaper categories can be used.

These "deadlines" are only recommendations for packages and letters destined for the United States from overseas or vice versa, said military postal officials. Experience shows most packages mailed after these dates do not arrive in time for the holiday season.

If an early mailing date is missed, use parcel airlift or priority mail. Again, there are no guarantees that the packages will arrive on time, but chances are good they will, said postal officials.

Remember that the volume of mail increases dramatically during the holiday season, so take a few extra minutes to wrap cartons securely for shipping, added postal officials. The time spent should ensure the packages' safe arrival at their destination.

To make sure that the package arrives on time and in good shape, the U.S. Postal Service recommends:

- Don't wrap package with paper, string or twine.
- Use crumpled newspaper or other cushioning material to keep contents from shifting.
- Use fiberglass strapping tape, paper tape, or plastic carton tape to seal the package.
- Make sure addresses are correct, legible and written with smudge-proof ink.
- Use the correct ZIP codes.
- Write the "to" and return address on a slip of paper and place it inside each package, in case the package is damaged.
- Address the package correctly, with the return address in the upper left corner and the "to" address in the lower right corner.
- Fill out the correct customs declaration forms completely.
- Mail packages and cards before the recommended deadlines.
- Try to mail early in the day.

— American Forces Information Service

Deadlines for Outbound Airmail

Destination	Air Parcels, Priority	Air Letters, Cards	Parcel Airlift (PAL)	Space Available Mail (SAM)
Africa	Dec. 1	Dec. 1		
Australia	Dec. 6	Dec. 6		
Caribbean	Dec. 6	Dec. 6		
Central & South America	Dec. 1	Dec. 6		
APO/FPO AA ZIPS	Dec. 1	Dec. 6	Nov. 22	Nov. 10
Europe	Dec. 1	Dec. 1		
APO/FPOs				
AE ZIP 090-097	Dec. 1	Dec. 1	Nov. 22	Nov. 10
AE ZIP 098	Nov. 17	Nov. 24	Nov. 10	Nov. 2
Far East	Dec. 1	Dec. 1		
APO/FPO AP ZIPs	Dec. 1	Dec. 1	Nov. 22	Nov. 10
Greenland	Dec. 1	Dec. 1		
Middle East	Nov. 15	Dec. 1		
Southeast Asia	Dec. 1	Dec. 1		

Deadlines for Holiday Mail From Overseas

Destination	Priority	Letters	SAM	Surface
U.S. Gateway	Dec. 2	Dec. 9	Dec. 2	Nov. 1

Deadlines for Outbound Surface Mail

Destination	International	Military
Africa	Oct. 1	
Australia	Nov. 1	
Caribbean	Nov. 1	
Central & South America	Oct. 1	
APO/FPO AA ZIPS		Nov. 1
Europe	Nov. 1	
APO/FPOs		
AE ZIP 090-097		Nov. 1
AE ZIP 098		Oct. 25
Far East	Nov. 1	
APO/FPO AP ZIPs		Nov. 1
Middle East	Oct. 1	
Southeast Asia	Nov. 1	

Hypothermia: Not Just a Winter Concern

By 2nd Lt. Marci A. Larsen

Winter can be a dangerous time for cold weather injuries. Surprisingly, however, it can be even more hazardous during spring and fall, when people, less concerned with cold weather, are often caught unprepared.

Both spring and fall are usually quite cool and damp, with unexpected rainstorms and constantly changing weather patterns. Because of this, many outdoorsmen, caught in the cold without appropriate gear, become ill, and may develop hypothermia.



One might think, "Hypothermia ... what do you mean? The sun is shining, and it's a beautiful fall day." But in a few hours the sun may be gone, and it may rain.

When you plan to spend a lot of time outdoors, take a change of warm clothing, a rain jacket and some extra food, just in case the unexpected happens. If it starts to rain, put on your rain gear as soon as possible; if you wait for the storm to pass, you may be soaked.

Watch out for your buddies. Make sure they also bring dry gear, and ensure that they eat and drink water to maintain their tolerance to cold weather. If they are cold, get them into warm clothes. The warning signs of hypothermia are dizziness, confusion, disoriented behavior, incoherent speech, and cold sweats with excessive shivering, which stops suddenly.

When these symptons appear, the body has lost its ability to keep warm. The individual must be warmed immediately, because at this stage, death is a possibility. With wet clothing removed, the victim should be wrapped in a blanket or sleeping bag; he can also benefit from the heat of someone else's body. Call an ambulance as soon as possible. If the person is conscious, give him some warm food and drink.

Remember, cold weather injuries occur in all seasons of the year — be prepared, and know how to care for them.

2nd Lt. Larsen is Brigade Assistant Safety Officer, 66th MI Brigade.

TAPES Measures Performance

"Raters" and "ratees" throughout the Army are receiving training in what Army personnel officials view as another step toward a more cohesive Army team.

On July 1, the Army began phased implementation of the new system for evaluating Army civilians' job performance — the Total Army Performance Evaluation System. Among other changes, the term "rating supervisor" has given way to "rater" and the term "employee" now goes by the term "ratee."

The new system also features a restructuring of both the philosophy and the practices behind the old system — including new rating forms, new rating periods, and a generic, uniform statement of performance standards.

On the philosophical side, officials point out: "For a number of years, Army's senior leaders — military and civilian — have realized that the civilian component of the total Army team was getting inadequate attention in Army doctrine and programs."

Officials cite the work of the Civilian Personnel Modernization Project in elevating the esteem of the civilian work force. Throughout that project and by other initiatives, "(the) Army has committed (itself) to three major objectives," those being:

- providing improved leadership and quality of life for Army civilians;
- ensuring cohesion of the total force by combining military and civilian personnel programs when such merger makes sense, and when it doesn't, making the programs more compatible; and
- providing for economy of operations through common functions.

TAPES, then, is the vanguard initiative aimed at meeting these three objectives.

Persons receiving TAPES training come to realize that though it shares elements with the old personnel management system, the new system stresses the positive side of performance evaluation. It empowers — and challenges — the ratee to take a more active role in the process. And it incorporates techniques designed to enhance the ratee-rater partnership.

TAPES introduces Army-wide rating periods for Senior System ratees — i.e., July 1 - June 30 for grade levels 13 and above, and Nov. 1 - Oct. 31 for GS/WS 9-12. For the Base System (covering GS/WS-1 through 8 and all WG/WL), the period is determined locally.

These distinctions, and others, get a full airing in the pages of the TAPES user manual, DA Pamphlet 690-400, dated June 1.

For both the Base and the Senior Systems, the pamphlet provides step-by-step instructions on how the system works and how to fill out the forms. Officials point out that every supervisor (civilian and military) should have a personal copy of the pamphlet, and ratees should be given the opportunity to review its contents.

— Army News Service

Tips on TAPES

How smooth will be the transition to TAPES, and what can we expect in the future?

In responding to this and other questions, officials at the U.S. Total Army Personnel Command in Alexandria, Va., had this to say:

"All change brings with it the requirement to adjust and adapt to the new. The uncertainty and turmoil associated with downsizing compound the difficulty of transitioning to TAPES. Nevertheless, ... TAPES has been endorsed by the Army's leadership.

"As TAPES is implemented, there will be continuing efforts to solicit feedback from the field on how well the system is doing. Written survey questionnaires and visits to the field will provide additional information to assess what adjustments need to be made."

In the meantime, officials conclude that TAPES provides a much better opportunity for a win-win situation between work force and management, if you accept these basic assumptions:

- First, most ratees perform quite well; in addition to resources, they need only guidance from the rater on what is expected and mission objectives.
- Second, most ratees have considerable knowledge and skills to contribute to accomplishing the mission; all that is required is to allow and encourage that contribution.
- Third, the more people talk, the better things get. Two-way communication on the job results in teamwork, partnership, a better place to work and organizational success.

A Clothing Replacement Allowance Primer:

It's Everything You Need

It's a fact of life that nothing lasts forever. In recognition of that fact, a little-understood reimbursement is paid annually to active duty enlisted soldiers to match the replacement cost of uniform items that have reached the end of their useful lives.

The clothing replacement allowance, which is paid on a soldier's enlistment anniversary month, is also intended to finance the purchase of new uniform items as they are added to the Army's standard "clothing bag" — the most recent addition being the physical fitness uniform.

"The most common misunderstanding is what the allowance is meant for ... it's not a maintenance allowance."

— Pat A. Decatur

The current CRA for male soldiers, $270, and for female soldiers, $306, represents one year of Army uniform wear-and-tear for troops with more than 36 months' service. For soldiers with between six and 36 months' service, the amount is $190.80 and $216, respectively.

Officers, on the other hand, are paid a one-time amount upon their entry into service, and are responsible for financing their own clothing requirements thereafter.

According to Pat A. Decatur, a logistics management specialist at the Pentagon whose job it is to compute the allowance, a number of misconceptions exist among soldiers who say the CRA isn't sufficient to cover the cost of uniform upkeep.

"The most common misunderstanding is what the allowance is meant for," Decatur said. "It's not intended to cover the cost of cleaning, starching, repairs or alterations. It's also not meant for things like sewing on patches. In other words, it's not a maintenance allowance."

The effective lives of clothing bag items are determined at the U.S. Army Research and Development Center in Natick, Mass. "They determine how long — based on 'worst case' wear — these items will last," Decatur said.

For example, Natick estimates for useful life of some items include: temperate battle-dress uniform, two years; combat boots, 18 months; dress socks, six months; men's necktie, five years; and women's handbag, 34 months. The longest useful life of all initial issue items is that of the duffel bag, which is estimated at 10 years.

"The cost of each item is then divided by the number of months the item has been determined to last. The quantity of each type of item in the clothing bag is factored in, then added to determine the exact annual allowance.

"Some soldiers may argue that items wear out more quickly than is estimated," Decatur said. "That may be true if a soldier trains in one type of uniform exclusively. But what they need to remember is that they are also being paid to replace the uniform items they rarely wear, which are not wearing out and don't need to be replaced nearly as often as estimated.

"It also isn't meant for the purchase of optional footwear, such as jungle boots or jump boots," Decatur said. "The CRA is only intended to replace the two pairs of speed-lace combat boots that are part of the initial clothing issue."

Decatur said that when new uniform items are added to the clothing bag, soldiers are paid the full purchase price before they are required to possess the items.

"We make sure that before the possession date arrives that the soldier has had time to receive all of the monies needed," she said. "If an item has a useful life of 24 months, the possession date of that item cannot be sooner than 24 months in order for the soldier to accrue sufficient dollars to make the purchase."

Some soldiers, such as military band members and those in ceremonial-type units, have unique clothing and uniform requirements over and above what is in the clothing bag. They are compensated for these additional expenses by allowances such as the civilian or supplemental clothing allowances. The CRA does not figure in the computation of these.

Decatur recommends soldiers use their CRA to purchase only items stocked in Army military clothing sales stores.

"Beware of look-alikes," she said. "The uniform you buy must have a Defense Logistics Agency certification label. Anything in your local AMCSS has been approved for wear.

"We warn soldiers about going off-post to Army-Navy surplus stores, where it may look like they're getting the right thing — and it may even cost a little less. Nine times out of 10, they're going to be rejects that have failed a quality inspection," she said.

— Army News Service

Linguists Provide Hope

Two 66th Military Intelligence Brigade soldiers used their linguistic skills as members of a humanitarian aid team in Bishkek, Khirghistan.

The 18th MI Battalion soldiers, Sgt. Mark Szopa and Spc. Roberta Fowler, deployed for five weeks to assist with Operation Provide Hope III.

The soldiers are Russian-language interrogators. Both are trained to use their language skills to collect potential intelligence information.

Instead, they joined soldiers from U.S. Army, Europe's 7th Medical Command, who deployed in Bishkek on a humanitarian mission.

Operation Provide Hope III distributed a variety of medical equipment to hospitals located in and around Bishkek.

Khirghistan is one of the smaller central Asian republics to emerge as an independent nation, following the dissolution of the former Soviet Union. The country is trying to establish a democracy and a market economy.

Szopa and Fowler gained great satisfaction from helping. During the mission, the U.S. troops delivered more than 230 container vans filled with surgical instruments, dental chairs, sterilizers, x-ray machines, tables and other items to 14 area hospitals.

The mission was a learning experience for the interrogators who had the opportunity for a rare glimpse of Khirgy culture during their stay.

"The hotel (in Bishkek), although it had overall pretty good services, had almost no hot water or heat for about two weeks, " Fowler said. "When we confronted the management about this problem, they told us after a month we were considered family and, therefore, not treated as special guests anymore. Ironically, this was meant as a compliment," she said.

But the trip wasn't all work for the linguists. On their one day off each week, they enjoyed the local culture, attending a jazz festival and a ballet, and taking trips to mountain homes.

"I'm grateful to have had such a unique chance to improve my (Russian) language ability in such an interesting and heart-warming way," Fowler said.

(1st Lt. Michael McCormick, 66th MI Brigade)



Photo by Sgt. Mark Szopa

Spc. Roberta Fowler, 66th MI Brigade, helps unload medical supplies at an airfield near Bishkek, Khirgistan.

Investigator Retires After 33 Years of Service

Like an end to a chapter of 66th Military Intelligence Brigade history, a 33-year veteran of the organization retired recently.

Joachim K. P. Otte had served as an investigator with the 66th MI Brigade since 1961.

Otte was first employed by the U.S. Commissary and Service Club in Bad Kreuznach in 1960. From there he applied for and was employed by U.S. Army Intelligence. In 1961, he was assigned with the Bad Kreuznach Resident Agency, Field Station XII of the 66th MI Corps Group.

From 1961 to 1977, Otte worked at the Field Station. During that time, he witnessed innumerable world political changes and crises, as well as three organizational name changes.

In 1977, Otte transferred to the Rhineland-Pfalz Land Liaison Office of the 66th MI Brigade. He served there until 1987.

At that time, Otte transferred to Detachment 2, Company A, 527th MI Battalion. He served there through its organizational change to the Mainz MI Detachment, 18th MI Battalion, until Feb. 28, 1993. In March 1992, Otte was hospitalized for lung cancer surgery. Since the operation, he has recovered fully and was able to return to work full time. Even so, Otte chose to retire early.

For 33 years, Otte faithfully served the American military intelligence community. Through the depths of the Cold War, the fall of Communism and the reunification of Germany, he was an effective and continuing fighter in the counterespionage war and force protection effort.

In his retirement, Otte plans to travel and pursue his hobby of model railroading.

(Special Agent Doug Faas and Capt. Tom Stanes, Mainz MI Detachment, 66th MI Brigade)

Kingpin of the European Lanes

When it comes to competing, Dave Horner bowls over the opposition.

Horner, the USAREUR Combat Intelligence Readiness Facility Sergeant Major, won this year's European Singles Masters, making him a two-continent Masters champion. Horner took the Korean Masters Championship in February 1990, beating out 98 other bowlers for the title.

The European tournament, held recently at Vogelweh Air Base, is considered the toughest bowling competition in Europe. The Masters competition is open to all male bowlers, 18 years and older, in Europe including Germany, Italy and Belgium. Horner won the title with a 222 tournament average.

According to Horner, who's assigned to Company A, 527th MI Battalion, "To qualify for the Masters, you must be in the top 31 bowlers (in Europe) in all events."

Horner, a Sparta, Mich., native, started bowling 30 years ago at age 12. He bowled on the Professional Bowler's Tour from 1970 to 1973 and with the All-Army team from 1985 to 1987. In 1990, after winning the Korean Championship, he again had the opportunity to bowl with the All-Army team, but he turned it down because of mission requirements. At times, he has bowled an average of 45 games a week, spending as much as 15 hours a week on the lanes.

Since arriving in Germany, the master bowler has slowed down to about a dozen games a week, he said, but cutting down on his lane time hasn't dampened his competitive spirit. Facing an old adversary in the European competition didn't hurt Horner's game either.

At the end of qualifications for the Masters, Horner found himself neck and neck with a bowler with whom he was stationed in Heidelberg, Arnold Dieter. The two have been competing against each other on the lanes for 17 years now, Horner said. The Masters competition proved to be the same story. Horner attributes his victory over Dieter to their difference in bowling styles.

"(Dieter) is a finesse bowler; I'm an aggressive bowler," said the 20-year Army veteran. "I had a few things going for me: drive, determination and the experience from winning the Korean title," he said.

"The pressure involved when you get to the final step on the ladder is unbelievable. It's good competition. It's fierce competition."

The secret to excelling in competition is "being ready mentally to bowl each frame," Horner said.

"I take every game frame-by-frame. Once the frame is completed, I forget about it. No matter what happens, I go on to the next game. It's comparable to the Army. You have to be mentally tough and physically ready for the challenge."

(Staff Sgt. Lisa M. Hunter, PAO NCO, 66th MI Brigade)

732nd Soldiers Dive Into New Adventure

Recently some soldiers from the 732nd MI Battalion S1 had the opportunity to get out of the office and experience a whole new part of Hawaii when they attended a scuba class at a local pool.

Roger Light, a certified instructor with the Professional Association of Diving Instructors, and 703rd MI Brigade alumnus with more than 13 years of scuba experience, led the class, which began with an introductory video tape.

After the tape, it was off to the pool, where the soldiers shared a few laughs while they watched each other struggle to don their equipment.

Once suited up, Light led them in a few exercises. Then the soldiers learned how to clear water from their masks and regulators, which are used in breathing air from the tanks. A few basic signals also had to be understood to ensure safety.

It didn't take long for the soldiers to understand the signals, especially the thumbs-up sign, which, after listening to their comments, seemed to indicate their feelings for the training.

"It's great! I can't tell you how awesome it is!" said Spc. Steven L. Jones, a 732nd soldier. "It's like being in the air. You don't have to swim as hard, and you can see clearly with the face mask on. It is so cool."

"It was scary for a few minutes, then it started to get exciting," said Sgt. Melody Hudson. "I want to take another class so I can go diving at the beach."

While some soldiers of the 732nd MI Battalion may still not be ready to tackle the U.S. Army Scuba School, they now have an idea of what scuba diving is like and may be ready to tackle a certification course.

(Staff Sgt. Paul J. Ebner, PAO NCOIC, 703rd MI Brigade)

Soldier Earns Money by Saving Money

Staff Sgt. Charles Livermore was recently handed a check for $1,029 by Col. Larry L. Miller, commander of the 703rd Military Intelligence Brigade, Hawaii.

Livermore, a crypto systems analyst assigned to HHC, 731st MI Battalion, earned the award through the Army Ideas for Excellence Program. His suggestion for receiving incoming messages via computer, storing them in a data base, and electronically distributing them to addressees, rather than printing them on paper, is expected to save the brigade more than $10,000.

The money saved also has an environmental impact, since it is calculated based on the section using one box of five-ply paper per day instead of four or five.

The Texas native's supervisor, Sgt. 1st Class Dan Centurione, said, "Receiving messages by computer and distributing them electronically was Livermore's idea — all I did was provide support."

Continuing, Centurione stated, "I thought it was a good idea. Livermore expressed a desire to save the government money with his message distribution system. I encouraged him. The technology and equipment were there, he just had to put it all together."

(Staff Sgt. Paul J. Ebner, PAO NCOIC, 703rd MI Brigade)

DoD Opens Transition Offices to Help Cut Red Tape

By Master Sgt. Linda Lee

Communities face economic struggles as military bases close. To ease the hardships, DoD has begun a program to cut red tape and speed up the transition process.

A Base Transition Office at the Pentagon, with satellite offices throughout the United States, should help affected communities meet the requirements quicker and with fewer problems, said Col. John G. Meyer. He oversees this aspect of DoD's base transition program.

A "bureaucracy buster," the office provides a single federal point of contact and community champion, while base transition coordinators work with local community officials to speed up the transition process.

"Revitalizing base closure communities and facilitating the creation of jobs is what the Base Transition Office is all about," Meyer said. "The office works the macro aspects of the process to break through bureaucratic roadblocks."

He said the expanded office is only one part of a benefit package announced recently. Other parts include larger economic development planning grants, a job-centered property disposal plan, procedures for easy access to transition and redevelopment help, and a fast-track cleanup plan.

"The coordinators are not trained to be experts in each area but are knowledgeable enough to champion the community's reuse desires," said Meyer. "They bring together the necessary resources to expedite the transition process and resolve problems."

One big hurdle DoD must overcome in turning bases over to civilian reuse programs is the environment. Properties cannot be transferred for permanent reuse until contaminated sites are cleaned up.

Environmental concerns are paramount for DoD, Meyer said. Each installation slated for closure or realignment will have a base environmental team comprised of representatives from DoD, the state and the Environmental Protection Agency, where appropriate, he added. The teams assist in determining environmentally safe standards and in selecting clean parcels for early use and others that can be leased or sold quickly while cleanup is being done.

The program is not limited to base closures. Florida's Homestead Air Force Base and its local community, for example, still need economic recovery assistance following the devastation caused by Hurricane Andrew in 1992.

Not every installation scheduled to close has its own base transition coordinator. The military services nominated sites for the coordinator offices, said Meyer. The offices were established where DoD and the services feel the communities need extra assistance.



"Installations in close proximity to one another, such as the naval bases in the San Francisco Bay area, may share a base transition coordinator," he said. If future events indicate a need for additional coordinators, the specific military service will be asked to handle it.

"DoD must play a major role in the economic reinvestment of communities affected

by base closure or realignment," said Meyer. "We view this process in the same manner as we view individuals leaving the services. They served with honor and distinction; therefore, they deserve our full support in their transition."

Locations where DoD has set up the new base transition coordinator offices are:

Alabama:
Naval Station Mobile, **(205) 443-0099**
Arkansas:
Eaker Air Force Base, **(501) 532-2100**
Arizona:
Williams Air Force Base, **(602) 988-5211**
California:
Castle Air Force Base, **(209) 726-2743**
Fort Ord, **(408) 242-7099**
George Air Force Base, **(619) 246-5360**
March Air Force Base, **(909) 655-4141**
Marine Corps Air Station El Toro/ Tustin, **(714) 726-2242**
Mather Air Force Base, **(916) 364-4009**
Naval Base San Francisco, **(415) 395-3918**
Naval Station Long Beach, **(310) 547-7513**
Naval Training Center San Diego, **(619) 624-6526**
Norton Air Force Base, **(909) 382-2007**
Presidio of San Francisco, **(415) 561-2451**
Sacramento Army Depot, **(916) 388-3035**
Colorado:
Lowry Air Force Base, **(303) 676-5286**
Pueblo Army Depot, **(719) 549-4645**
Florida:
Homestead Air Force Base, **(813) 830-5185**
MacDill Air Force Base, **(813) 576-6235**
Naval Air Station Cecil Field, **(904) 778-5172**
Naval Training Center Orlando, **(407) 646-5301**
Guam:
Naval Air Station Agana, **(671) 344-5201**
Hawaii:
Naval Air Station Barbers Point, **(808) 684-0735**
Illinois:
Chanute Air Force Base, **(305) 797-7224**
Naval Air Station Glenview, **(708) 657-2860**
O'Hare Air Force Reserve Station, **(312) 825-6160**
Indiana:
Fort Benjamin Harrison, **(317) 539-5383**
Grissom Air Force Base, **(317) 688-3689**
Jefferson Proving Ground, **(812) 273-7334**
Kentucky:
Lexington Army Depot, **(606) 625-6434**
Louisiana:
England Air Force Base, **(318) 448-1083**
Maine:
Loring Air Force Base, **(207) 999-2135**
Maryland:
Fort Meade, **(410) 677-3075**
Massachusetts:
Army Materiel Tech Lab, **(617) 923-5278**
Fort Devens, **(508) 796-3985**
Michigan:
K.I. Sawyer Air Force Base, **(906) 372-1993**
Wurtsmith Air Force Base, **(517) 739-5981**
Missouri:
Richards-Gebaur Air Force Base, **(816) 348-2511**
New Hampshire:
Pease Air Force Base, **(603) 430-3304**
New Jersey:
Fort Monmouth, **(908) 532-0147**
Naval Air Weapons Center Trenton, **(609) 538-6744**
New Mexico:
Fort Wingate Army Depot, **(801) 833-3040**
New York:
Griffiss Air Force Base, **(315) 330-4571**
Naval Station New York, **(718) 876-6239**
Plattsburgh Air Force Base, **(518) 565-5703**
Ohio:
Defense Electronics Supply Center, Dayton, **(513) 296-6155**
Gentile Air Station, **(513) 296-6155**
Newark Air Force Base, **(614) 522-7670**
Rickenbacker Air Force Base, **(614) 492-4227**
Oregon:
Umatilla Army Depot, **(801) 833-3833**
Pennsylvania:
Defense Personnel Support Center Philadelphia, **(215) 737-5802**
Naval Air Weapons Center Warminster, **(215) 441-2284**
Naval Base Philadelphia, **(215) 897-8731**
Rhode Island:
Construction Battalion Center Davisville, **(401) 294-2034**
South Carolina:
Myrtle Beach Air Force Base, **(803) 238-6199**
Naval Base Charleston, **(803) 743-2670**
Tennessee:
Naval Air Station Memphis, **(901) 873-7454**
Texas:
Bergstrom Air Force Base, **(512) 369-4740**
Carswell Air Force Base, **(817) 782-6282**
Naval Air Station Chase Field, **(512) 354-5207**
Naval Air Station Dallas, **(214) 266-6102**
Utah:
Tooele Army Depot, **(801) 833-3255**
Virginia:
Cameron Station, **(703) 696-6369**
Harry Diamond Labs, Woodbridge, **(703) 490-2511**
Vint Hill Farms Station, **(703) 349-6364**
Washington:
Naval Station Sand Point, **(206) 526-3225**

Master Sgt. Lee is a writer for the American Forces Information Service.

Secondhand Smoke is First-Rate Risk

By Evelyn D. Harris

The Environmental Protection Agency recently declared environmental tobacco smoke, also known as *secondhand smoke,* as a "Class A" human carcinogen. That means it is as dangerous as asbestos.

It also means employers, including DoD, must remove it from the workplace — and the easiest way to do that is to forbid smoking indoors, said Army Lt. Col. Gale Pollock, a DoD senior health promotion policy analyst.

Pollock said DoD is working on a policy to eliminate all designated indoor smoking areas; it should be signed by year's end. Officials thought they needed the policy in June 1991, when a National Institutes of Health bulletin stated environmental tobacco smoke met the standard for an occupational hazard.

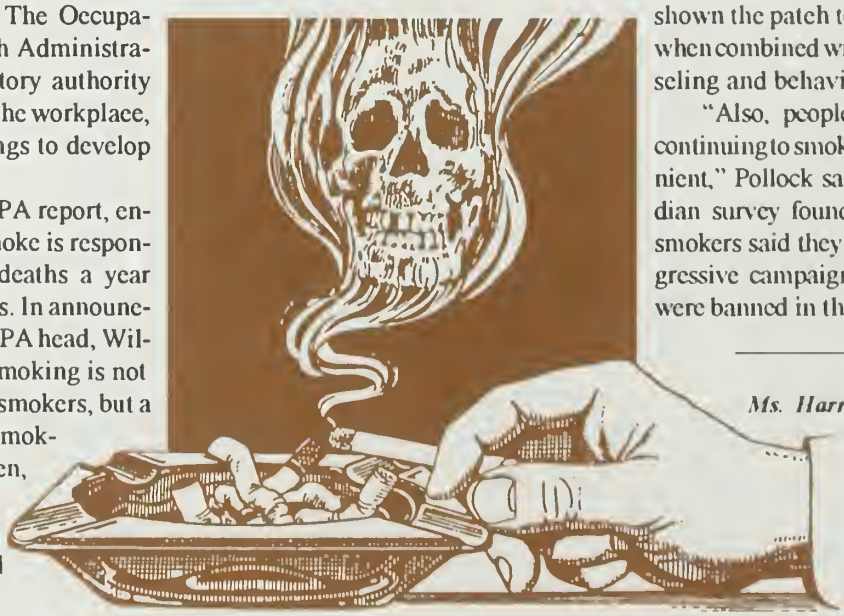
An EPA risk assessment report, issued Jan. 7, confirms this. This report is important, because it represents a scientific consensus. The Occupational Safety and Health Administration, which has regulatory authority over safety concerns in the workplace, is using the EPA findings to develop policies.

According to the EPA report, environmental tobacco smoke is responsible for about 3,000 deaths a year among U.S. nonsmokers. In announcing the findings, then-EPA head, William K. Reilly, said, "Smoking is not just a health danger for smokers, but a significant risk for nonsmokers, particularly children, who will be exposed to secondhand smoke." He noted that the report will be invaluable to policymakers and health professionals who are wrestling with the problem of the public's exposure to passive smoke.

Exposure to nicotine can be measured by a substance found in urine, cotinine. Scientists can measure this substance in both smokers and nonsmokers who have been exposed to secondhand smoke.

"It's a very specific marker, produced only by tobacco exposure, which makes it useful for scientists," Pollock said. "It only makes sense that secondhand smoke affects people. If you go to a smoky restaurant or nightclub, you'll notice the smell in your hair and on your clothes when you get home. If it's in your hair, it's logical that it is in your lungs."

DoD is not the only employer responding to EPA's announcement. Many private employers declared their workplaces no-smoking areas in anticipation of EPA's action or immediately after it.



Pollock said she doesn't think the policies resulting from the report will cause as much outcry as there was in 1986 when DoD restricted smoking to designated areas.

Still, she said, before this announcement, employers could give 60 to 90 days' notice before banning smoking. "Smokers had more time to quit," she said.

"Now that environmental tobacco smoke has been declared to be a human carcinogen, that leniency period will probably go away. Employers won't want to risk allowing a known carcinogen. Under law, employers have a responsibility to provide a safe workplace.

"But society's attitude toward smoking has changed in the past decade, and many people have quit smoking. In DoD, we brought our rate down, from more than 50 percent to 35 percent, since we began our anti-tobacco efforts. And quitters have a new tool — the nicotine patch. Studies have shown the patch to be highly effective when combined with appropriate counseling and behavioral modification.

"Also, people may quit because continuing to smoke will be too inconvenient," Pollock said. "A recent Canadian survey found that 80 percent of smokers said they would mount an aggressive campaign to quit if smoking were banned in their workplace."

Ms. Harris is a writer for the American Forces Information Service.

Children Suffer Under Weighty Problems

Many parents are concerned about their child's weight, and with good reason, said dietitian Lt. Col. Alana D. Cline.

"In the past 15 years, obesity in children, ages 6 to 11, has increased an estimated 54 percent," said Cline, who heads the Clinical Dietetics Division at Tripler Army Medical Center, Hawaii. She attributes the increase to families having fewer scheduled meals, decreased emphasis on physical education in some schools and continued popularity of high-calorie snack foods.

"If you suspect your child is overweight, first check with your pediatrician or a registered dietitian," said Cline. "It may be that your child is experiencing a temporary growth spurt that may even out in time. It would be harmful to interfere at this time. But if your child is confirmed to be overweight, it's wise to take some preventive steps.

"Strict dieting in children can be harmful, because it can affect their normal growth and development," she said, suggesting parents aim at slowing their child's rate of weight gain so the child will grow into an appropriate weight. "You want to teach your child to rely on internal cues to regulate how much to eat. If your child learns to stop eating when full, he or she will possess a powerful tool toward lifetime weight management."

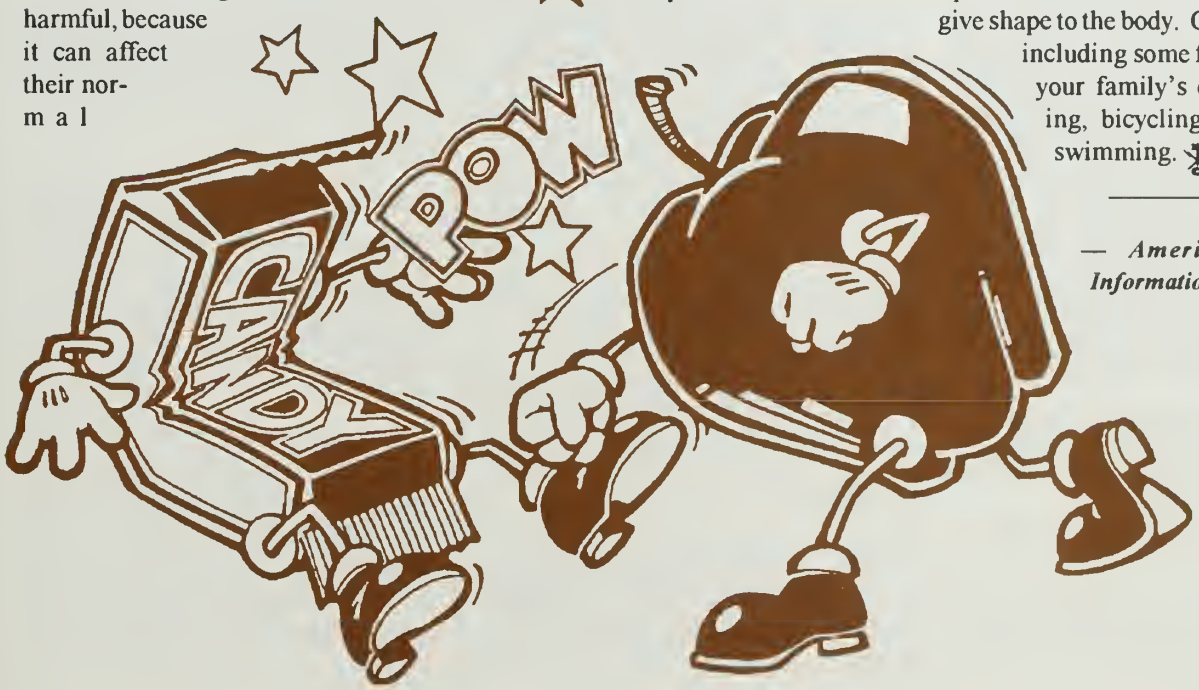
Parents can help their child learn good eating habits by taking the following steps:

- Have regular times and places for meals and snacks.
- Make eating a "pure" activity—no eating while watching television.
- Allow children to eat as much at meals as they want. Clinical studies show children limited on food at mealtime are prone to overeating when unsupervised.
- Display alternate ways of reacting to stress—say, going for a walk, instead of eating cookies.
- Remove reminders of eating. Put foods away after meals, don't leave sweets out in view.

Cline said children need a variety of foods, but you can save calories within food groups. Children under the age of 2 need whole milk or formula, but older children can drink low-fat or skim milk and eat low-fat cheeses.

- Serve chicken without skin, and broil, bake or boil rather than fry foods.
- Don't put rich sauces on vegetables.
- As often as possible, serve fresh fruit instead of fruit canned in syrup or fruit-flavored drinks.

Whether your child is overweight or not, regular exercise is important. It helps the body burn calories and makes a person look slimmer because muscles give shape to the body. Cline suggests including some fun activity in your family's day — dancing, bicycling, walking or swimming.



— American Forces Information Service



News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Compiled by Maj. Donna L. Walthall

Cadet Command Seeks JROTC Instructors

The U.S. Army Cadet Command is looking for retired officers and non-commissioned officers to serve as Junior Reserve Officer Training Corps instructors in 35 states and some overseas locations.

JROTC instructors teach high school students military skills and a range of other subjects such as public speaking, citizenship, first aid and patriotism.

Instructor pay approximates that received while on active duty, officials said. Retired officers must hold a bachelor's degree to be eligible. Retired NCOs need not meet any particular civilian education requirements at present. All applicants must meet Army height/weight standards and be certified and hired before reaching their fifth year of retirement.

The largest numbers of instructors are needed in Alabama, California, Florida, Michigan, Mississippi, North Carolina, New Jersey, New York, South Carolina, Tennessee, Texas, Virginia and West Virginia. The number of unfilled positions varies by state. Retirees seeking information on teaching positions west of the Mississippi River, or in Hawaii, Guam or Samoa can call **(206) 967-3102** or write to:

U.S. Army Fourth Region
U.S. Army ROTC Cadet Command
Attn: ATOD-HS
Fort Lewis, WA 98433-7100

For locations in the Midwest and Middle South, call **(502) 624-6455** or write:

U.S. Army Second Region
U.S. Army ROTC Cadet Command
Attn: ATOB-HS
Fort Knox, KY 40121-5610

For locations on the East Coast and in Puerto Rico, call **(919) 396-8706**, or write:

U.S. Army First Region
U.S. Army ROTC Cadet Command
Attn: ATOA-HS
Fort Bragg, NC 28307-5000
(U.S. Army Cadet Command)

AAFES Adds Seats for Infant Safety

New infant seats will provide added safety for shoppers at military exchanges, according to Army and Air Force Exchange Service officials.

The seats are designed to be used with AAFES shopping carts and will allow newborns to ride safely and comfortably, eliminating the need for infant carriers, officials said.

The seats will be available at AAFES outlets worldwide by the end of 1993. *(AAFES)*

AAFES Releases Army Military Clothing Info

The Army and Air Force Exchange Service recently released the following information pertaining to military clothing:

■ Army active duty, National Guard and Reserve personnel worldwide now may obtain all needed uniform items by mail. This includes service uniforms, battle dress uniforms, boots, shoes, shirts, insignia, patches, accessories, socks, towels, etc. Credit cards (VISA, MasterCard and Discover Card) will be accepted for telephone orders. However, if you are at a remote location away from a military clothing sales store or with an embassy in a foreign country, you may request an Army military clothing catalog for your unit by calling **DSN 967-3206**, or writing to:

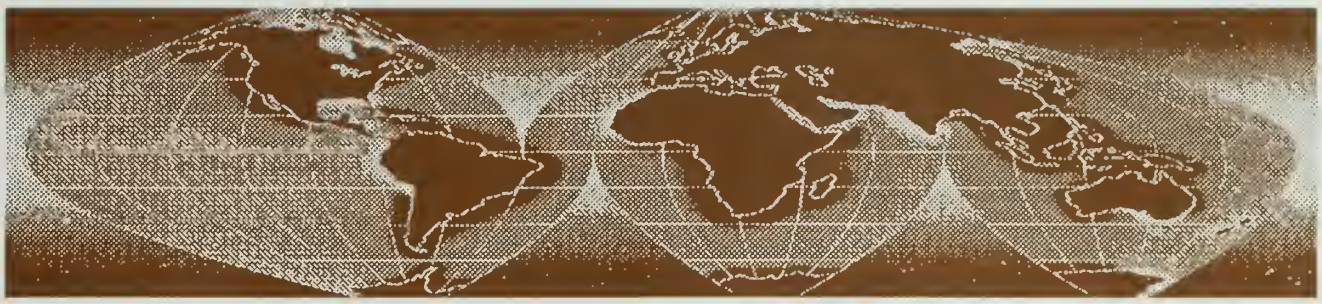
HQ AAFES SD-U
P.O. BOX 660202
Dallas, TX 75266-0202

Catalogs contain MCSS addresses within your general geographic area where you should send your mail order. There are eight CONUS, five Europe and four Pacific stores from which to choose. The catalog is free.

■ Manufacturers are expediting production of the **Army black acrylic sweater with sleeve enhancements.** This became available in October, just in time for fall and winter weather.

■ AAFES is currently experiencing shortages of the new **women's dress blue uniform, shade 450**, due to greater demand than originally expected. No wear-out date has been established yet for the old design.

■ Your local MCSS has a **"Direct Line" Program,** in the event you need further assistance on a uniform item. If your local MCSS is unable to solve your problem, just fill out a postage-paid card, send it to HQ AAFES, and your uniform issue will be resolved promptly.



■ The **Uniform Clothing Deferred Payment Plan** now provides total service to the total force. This plan was recently extended to members of all armed services, whether active duty, National Guard or Reserve. It offers servicemembers a $500 credit limit (recently increased from $300), with an eight-month pay-back period and no interest charge. Military members can also use UCDPP accounts for uniform orders from the military clothing catalogs.

■ AAFES will no longer stock the **enlisted garrison caps**, shade 491. The old shade 344 and new shade 489 are now available. Mixed fabrics are authorized for caps worn with the service dress uniform (AR 670-1, para 1-11).

■ The **optional polypropylene underwear** (shirt and long john) cannot be stocked in MCSS. These items are available in the AAFES main stores. *(AAFES)*

'Dream Sheets' Get Added Emphasis

Efforts are being made to allow enlisted soldiers more influence in their duty assignment selections, according to officials at U.S. Total Army Personnel Command.

A new assignment nomination process will better match soldiers' duty location preferences with the Army's needs, and PERSCOM managers are encouraging soldiers to participate in that selection process.

Soldiers with assignment preferences should visit their local personnel service center to update their continental United States and overseas duty choices on the Standard Installation/ Division Personnel System, more commonly known as SIDPERS.

Soldiers are also encouraged to employ the traditional methods for assignment consideration, such as submitting DA Form 4187, *Request for Personnel Action*; calling their assignment managers; or visiting PERSCOM.

Officials stress that the needs of the Army will always remain paramount, but soldiers will be afforded a greater opportunity to have a hand in the assignment process. *(ARNEWS)*

Services Relax Uniform Policy on Cat B Travel

Civilian clothing is now authorized for servicemembers traveling on Air Mobility Command-procured flights, more commonly known as "Category B", according to Military Traffic Management Command officials.

The relaxed uniform policy states that "appropriate" non-duty clothing may be worn when traveling in a duty status or space-available basis on military charter flights. Officials stress that civilian attire should be "neat, clean and suitable for the occasion," and "should not discredit the military."

Officials said overseas travelers are advised to follow local customs and continue to apply safety and foreign clearance mandates. Sandals, shorts, tank tops or halter tops should not be worn, and absolutely no clothing with obscene or offensive phrases or designs is permitted, officials said.

For more information, travelers should contact their personnel service center. *(ARNEWS)*

Scholarship Program Beckons Applicants

Soldiers with college-age children or qualifying spouses have the chance to win some 25 scholarships for the 1993-94 academic year worth $1,000 each, sponsored by the Budweiser/ United Services Organization Scholarship Program. In announcing this opportunity, officials of the Washington-based USO explained that the program draws on a trust endowed by Anheuser-Busch, Inc. The USO-administered program seeks to "provide financial assistance, in the form of direct scholarships, to family members of active-duty servicemembers." Selections are limited to undergraduate students at accredited institutions. Candidates may write for a brochure and application form to:

USO World Headquarters
Scholarship Program
601 Indiana Avenue, N.W.
Washington, D.C. 20004

Applications must be postmarked no later than March 1, 1994. *(ARNEWS)*

CLASSIC WWII HUMOR RETURNS

WILLIE & JOE Bill Mauldin



"Ain't you never seen a man in a foxhole before?"

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. *(Copyright 1946 by Bill Mauldin, used with permission.)*

WWII CHRONOLOGY, NOVEMBER 1943

1 (U.S.) Alaska Defense Command, renamed Alaskan Department, is made a separate theater of operations under direct control of the War Department.

5 (Italy) U.S. Fifth Army begins 10-days of grueling action against the enemy's Winter Line. Designed to delay, this line is located in front of main defense belt known as Gustav Line. Fifth Army's efforts to breach the line are fruitless.

20 (GI) U.S. forces invade Makin and Tarawa Atolls (Operation GALVANIC), opening series of amphibious operations in Central Pacific aimed ultimately at invasion of Japan.

22 (Int.) Sextant Conference, attended by President Roosevelt, Prime Minister Churchill and Generalissimo Chiang Kai-shek, opens at Cairo, Egypt, to consider war issues.

25 (Italy) U.S. Fifth Army's plan for amphibious operations at Anzio (Operation SHINGLE) is approved. A single infantry division, reinforced, is to establish beachhead and attempt to join main body within a week.

26 (Int.) First part of Sextant ends after inconclusive discussions concerning OVERLORD and possible expansion of operations in the Mediterranean. After considering CHAMPION plan for offensive in Burma, the conferees have agreed that an amphibious operation will be undertaken and have received Chiang Kai-shek's promise to commit Yunnan force. Also approved is TWILIGHT plan to have B-29s in China-Burma-India.

Event Locations:
(GI) Gilbert Islands
(Int.) International Conference
(Italy) Italy
(U.S.) United States

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, *Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.*

Calendar of Events

November 1993

Native American Heritage Month
Aviation History Month
Child Safety and Protection Month
National Diabetes Month
International Creative Child & Adult Month

1	All Saints Day
2	Election Day
10	U.S. Marine Corps established, 1775
11	Veterans Day (Federal Holiday)
12	INSCOM Training Holiday
14-20	American Education Week
18	"Great American Smokeout"
18	Mickey Mouse's Birthday
19	"Have a Bad Day" Day
21-27	National Adoption Week
25	Thanksgiving Day (Federal Holiday)
26	INSCOM Training Holiday

December 1993

Universal Human Rights Month
Game of Bingo's Birthday (1929) Month

1	Computer Security Day
2	Pan American Health Day
4	Army-Navy Football Game
7	Pearl Harbor Day Anniversary
10-16	Human Rights Week
15	Bill of Rights Day
21	Winter begins in Northern Hemisphere
24	Christmas Holiday Observed (Federal Holiday)
25	Christmas Day
31	New Year's Day Observed (Federal Holiday)

1993

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COMMANDER
USA INSCOM
8825 BEULAH STREET
ATTN IAPAO
FORT BELVOIR, VA 22060-5246

UNIVERSITY OF FLORIDA
3 1262 09681 5674

FLARE

A Salute to American Veterans

On the 11th hour of the 11th day of the 11th month in 1918, all became quiet on the Western Front. President Wilson proclaimed November 11th Armistice Day to honor and remember those in uniform in WWI. In 1954, the day was renamed Veteran's Day to remember American veterans of all wars.

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Words may be read straight across, backward, up, down or diagonally.

SOLDIERS
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ARMED FORCES
DISTINCTION
WARS
DANGER
HEROISM
AMERICA
NATIONAL

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GRATITUDE
JUSTICE
INDEPENDENCE

MARINES
ARMISTICE DAY
ELEVENTH MONTH
PATRIOTISM
CONFLICTS
LONELINESS
COMBAT
VICTORY
MILITARY
INSPIRATION

Compiled by Maj. Donna L. Walthall, INSCOM PAO